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ABSTRACT

The Inter-American Foundation (IAF), an independent agency created by Congress, funds local private organizations that support the self-help efforts of the poor in 25 Latin American and Caribbean countries. In fiscal year 1989, IAF approved 208 new grants, 175 grant supplements, and other program activities totaling over $25 million. The average grant size was $70,000, and grantee matching contributions averaged $1.33 per IAF dollar. The breakdown of grants by program area was: (1) 44% for food production, agriculture, ecodevelopment, and other rural programs; (2) 17% for small business development and management training; (3) 24% for education and training activities, such as organizational and vocational skills training, adult literacy programs, materials development, and technical publications; (4) 10% for community services programs; and (5) 2% for cultural expression projects. Other program activities included: (1) fellowships awarded to 29 graduate students conducting field research on grassroots development in Latin America and the Caribbean and to 15 scholars from Latin American and Caribbean institutions pursuing graduate study at U.S. universities; (2) in-country support services; and (3) publications, videos, and translations. Brief articles discuss the elements of a grassroots development strategy, the democratization of development, networking, and information dissemination. This report includes brief descriptions of the 383 grants and grant supplements, grant application information, and breakdowns of financial and statistical information for 1972-1989. (SV)

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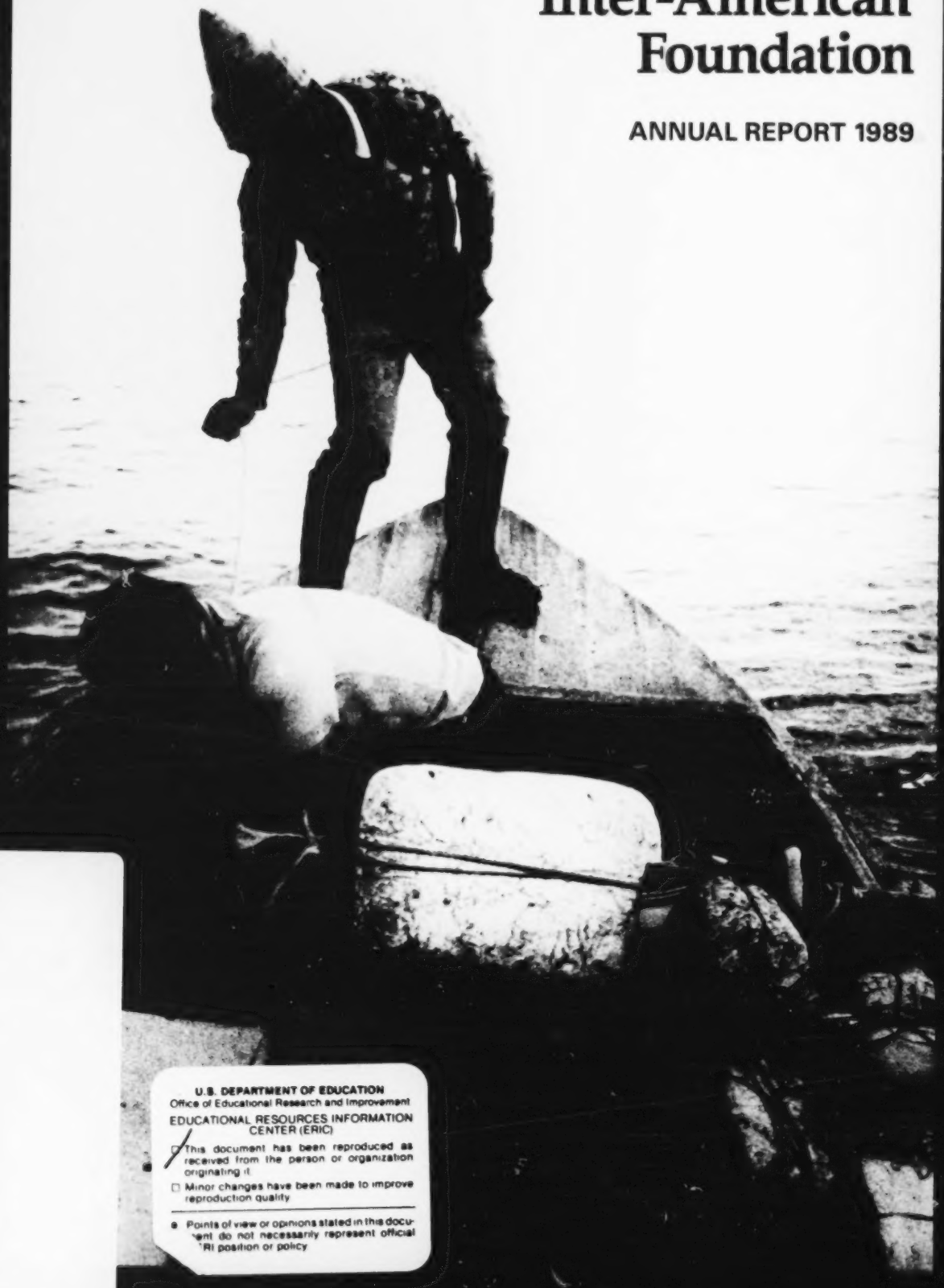
Inter-American Foundation

ANNUAL REPORT 1989



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Contents

Board of Directors	2
Foundation Staff	2
Letter from the Chairman	4
The President's Report	6
Program Report	10
Learning & Dissemination Report	16
Country Reports	22
Office for Brazil	22
Office for the Caribbean	26
Office for Central America	31
Office for Colombia and Venezuela	39
Office for Mexico	44
Office for Peru, Ecuador, and Bolivia	47
Office for the Southern Cone	54
Fellowship Programs	60
Publications and Videos	64
Financial and Statistical Information	66

(See inside back cover for information on how to apply for a grant)

Front cover: *Fishermen drop their lines in Pichicolo, Chile (Miguel Sayago).* Above: *Shopkeeper in Guayaquil, Ecuador (Miguel Sayago).* Opposite: *(clockwise from top) Shoemaker in Ambato, Ecuador (Miguel Sayago); urban gardener with grandson in Tomé, Chile (Kathryn Shaw); artisan in Oaxaca, Mexico (Jorge Asevedo).* Back cover: *(clockwise from top) Planting potatoes in Pichicolo, Chile (Miguel Sayago); farmers in a corn field near Guayaquil, Ecuador (Miguel Sayago); harvesting melons in central Paraguay (Leonardo Miño).*

The Inter-American Foundation was created by the U.S. Congress in 1969 to support the self-help efforts of poor people in Latin America and the Caribbean. Rather than working through governments, the Foundation responds directly to the initiatives of the poor by supporting local private organizations. The Foundation receives funding from Congressional appropriations and from the Social Progress Trust Fund, which is administered by the Inter-American Development Bank.

Established by Congress as an independent agency, the Foundation is apolitical and nonpartisan in its development efforts. It is governed by a nine-member Board of Directors appointed by the President and confirmed by the Senate. By law, six members of the Board are from private organizations, and three are from the U.S. Government.

Since 1972, the Foundation has made 2,918 grants throughout Latin America and the Caribbean for a total of $292.4 million. Many grants go to grassroots organizations such as agricultural cooperatives, community associations, and small urban enterprises. Others go to larger organizations that work with local groups and provide them with credit, technical assistance, training, and marketing services.

The Foundation has 68 staff members, all based at its office in Rosslyn, Virginia. Its operating budget for Fiscal Year 1989 was approximately $30.5 million.

Inter-American Foundation

ANNUAL REPORT 1989

October 1, 1988 to September 30, 1989

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As of September 30, 1989

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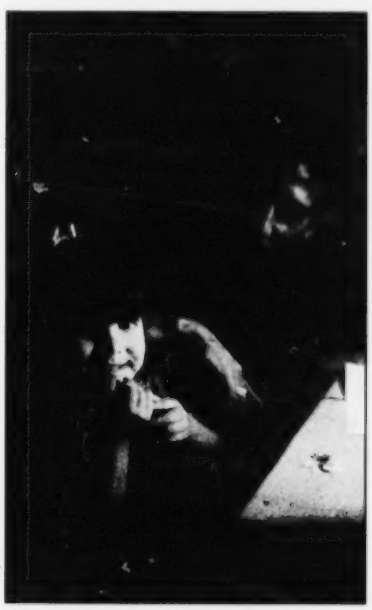

Kathryn Shaw

Edmund Benner, assistant vice president for Programs, chats with a youngster during a visit to a preschool program in Caracas, Venezuela.

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Photos by Michelle Huber

At IAF headquarters in Rosslyn, Virginia: (clockwise from top right) senior Foundation representative Julie Sutphen Wechsler; program staff assistant Jimmy Harris; program staff assistant Tricia Juhn with accounting officer Rolando Loret de Mola, who recently retired from the IAF after 18 years of service.

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Selma A. Zaidi, *Office for Brazil, and Office for the Caribbean*

As of September 30, 1989

A Blueprint for the 1990s

Looking back over the past seven years as chairman of the Inter-American Foundation, I am heartened to see that so many of our initiatives have become reality. Together with my fellow board members, our president Deborah Szekely, and a dedicated staff, we have revitalized the Foundation and made its program more effective than I ever dreamed possible.

This year's annual report serves as a blueprint for the 1990s and also as a way to build on our important accomplishments. So too, the thoughtful contributions of the staff who wrote the project profiles and other descriptive sections that demonstrate the real impact our work is having throughout the hemisphere.

Today, the Foundation is poised to contribute its knowledge and expertise to support the hemisphere's most exciting phenomenon — the re-emergence of democracy in Latin America — and the concurrent increase in cooperative efforts among nongovernmental organizations (NGOs) and local governments. Such initiatives will help to forge long lasting partnerships that yield genuine benefits for the poor. In this same vein, we continue to focus our learning agenda on the links between democratization and development.

During my tenure as chairman, the Foundation has strengthened its capacity to work with grantees and local development experts through the establishment of In-Country Support (ICS) services, In-Country Funds (ICF), and partnership grants. In addition, the country strategy approach — a product of the Review/Preview process — has improved our grantmaking. Grants are now considered not in isolation, but in a country and regional context. This approach has increased the Foundation's ability to support networks and other coordinated activities through which experience and effective approaches can be shared. Such innovations have kept the Foundation at the forefront of sustainable development efforts, making it "one of the United States' most valuable assets in maintaining good relations with Latin America."

The IAF is poised to contribute its knowledge and expertise to support the hemisphere's most exciting phenomenon — the re-emergence of democracy in Latin America.

Deborah Szekely touches on these innovations in her message and stresses our hopes and dreams for the future. By identifying the enormous potential of the training trainers concept as a key to expanding our impact, she has helped chart a new and more meaningful direction for the Foundation. I applaud Szekely for her drive, imagination, and insight.

The Foundation's vigor is evidenced in its grants. In Fiscal Year 1989, 383 grants and supplements were awarded to 318 organizations in 28 countries. Seven of these grants, chosen to be representative, are described in detail in the following project profiles.

Particularly interesting to me is the profile of an Ecuadorian microenterprise development project sponsored by the Corporación de Estudios Regionales Guayaquil (CERG). CERG has devised several ways for very small enterprises to take advantage of economies of scale, as large businesses do routinely. For example, CERG assisted a group of small metalwork entrepreneurs to print and distribute a catalog to local industries. The expected improvement in marketing should help these microentrepreneurs increase their incomes and expand their businesses, with the hope of creating new jobs.

The Mare Nostrum Cooperative in Chile and the Mexican federation of peasant organizations ARIC Unión also stress the importance of marketing, both locally and for export. The latter is a good example of how uncertain international markets can even affect small-scale, indigenous farmers in an isolated area of Mexico's poorest state. In this case, the collapse of the International Coffee Agreement has forced farmers to devise new plans to market their coffee crops.

Miguel Savage

A young worker makes furniture legs in a carpentry shop in Guayaquil, Ecuador. The Corporación de Estudios Regionales Guayaquil has devised several ways for very small enterprises such as this one to take advantage of economies of scale, as large businesses do routinely.

The other projects profiled range from environmental protection and management to reviving the culture of indigenous people. Though they operate in various sectors and differing contexts, these projects share a central goal: to strengthen grassroots organizations so that they can one day stand on their own.

Our extensive grantmaking experience has also helped to define the Foundation's research agenda, the results of which complete an effective loop when channeled back into grantmaking. As an example, the Fellowship Programs were refocused to clearly mirror and amplify the grant portfolio. Fellowship recruiting efforts were modified to attract more candidates from technical and professional fields. An agronomist, an engineer, a business administration professional, and a physician have joined the Independent Doctoral Review Committee, a group that recommends candidates for the Fellowship Program. This new policy gives preference to research subjects with a clear practical value and asks new fellows to submit recommendations for grassroots development based on their field work.

I close this message by quoting a Foundation grantee who was asked to comment on our program in Uruguay:

At the outset, the Foundation accepted the fundamental premise that true development cooperation had to i.. a partnership. . . . As the Foundation extended its support to an expanding group of organizations, it was constantly seeking a way to achieve closer coordination among them. . . . The IAF promoted coordination, not just by funding project activities . . ., but more often than not, by supporting seminars and learning exchanges proposed by the groups themselves. By deferring to the organizations in this way, the Foundation helped assure that the network could be self-managed. . . .

These observations reflect why the Foundation has been and continues to be a success: namely, by "forging partnership," "seeking coordination," "promoting learning exchanges," and "fostering self-management." I sincerely believe that so long as we maintain these fundamental principles, the Foundation will continue to be a grassroots development agency that both strives for *and* achieves excellence.

I have been privileged to serve as chairman of the Inter-American Foundation and blessed with the opportunity to serve my fellow man. Working with the poor of Latin America and the Caribbean for the past seven years has been the most rewarding and enriching experience of my life.

In closing, I wish to extend heartfelt appreciation to my fellow board members, Deborah Szekely, and an outstanding staff for their dedication, professionalism, and steadfast belief in the people of Latin America and the Caribbean.

—Victor Blanco

The Eureka Factor

Some of you who read this report may remember that I said farewell last year. However, I was unable to resist being part of the Inter-American Foundation as it enters the 1990s. It is a very exciting time, and as I prepare to leave the IAF and move on to new challenges, I would like to sketch out where the IAF is now and in what direction it is moving.

Four years ago my annual message began, "Five hours alone in an empty airport. . . ." Now I begin my sixth message while on an 11-hour flight from Santiago, Chile, to Miami. Airborne, I have time to commit to paper my thoughts about my six years as IAF president.

Tonight the adrenaline flows high. I am not a bit sleepy as I reflect on what I have seen in my return visits to four projects that I picked four or five years ago as examples of what I call the "Eureka!" factor: projects that offer replicable "keys" to lasting development. The thrill of seeing leaders of grassroots groups from all over Latin America crowd into a standing-room-only workshop on organic agriculture techniques led by teachers/trainers from the Centro de Educación y Tecnología (CET) is still fresh in my mind. I am assured that the idea of spreading the "Eureka!" factor through training and networking has had a winning maiden run and I am hopeful that this new idea will be as effective as the innovative In-Country Support and In-Country Funds concepts instituted during my tenure.

Latin America's Asset — the People

Say "Third World" to most North Americans and it conjures up a disastrous twenty-first century vision of the Four Horsemen of the Apocalypse: demagogues, drugs, debt, and destruction of natural resources.

We who work in these countries, however, have another vision. We see the people as strong, energetic folk determined to carve out a better future. Although most of the people in Latin America and the Caribbean are very poor, many see themselves as entrepreneurs in the classic sense. They seek to create jobs for themselves that will provide their families (and most have many children) with at least the bare essentials.

Basic survival needs are so pressing and education so lacking that grassroots groups of these industrious people can seldom stand back and consider their options. But the IAF can often enable them to do just that, and then assist them to put their limited resources to work in new and different ways to resolve some of their more pressing problems.

IAF endeavors over the past 20 years in support of the poor in Latin America and the Caribbean have improved the lives of many and have added considerably to the body of knowledge about sustainable development. We have become the innovative developmental lab that Congress originally intended.

Finding and Funding the Organized Poor

Beginning in 1971, the Inter-American Foundation found and funded hundreds of organizations from the emerging universe of Latin American grassroots groups engaged in self-help development. When the IAF began, there were few grassroots support organizations (GSOs). But those that did exist offered the poor their first taste of democracy by soliciting ideas and opinions and providing training and financial support. The early funding enterprise was fueled by convictions epitomized in Foundation publications of the 1970s.

The IAF is now entering a second generation of dissemination in which initiatives are spreading from country to country and joint ventures are springing up everywhere.

Kathryn Shaw

Preschool children in Caracas, Venezuela, participate in an innovative program sponsored by the Centros Comunitarios de Aprendizaje. Other IAF grantees will soon visit this project to share its experiences.

Today, there are so many GSOs that one needs a guidebook to all the GSO directories in the region. The proliferation of GSOs is part of the new reality. We have learned that stand-alone projects are limited in scope and are rarely replicable since people, needs, customs, and environments vary. Our experience has shown that once we have identified a "key" in a successful venture, then training trainers and sharing lessons learned not only works best but also is cost effective.

Second-Generation Dissemination

During the first four years of my presidency, the Foundation emphasized analyzing the IAF's own experience, learning from it, and documenting what had happened to groups we had supported in project histories. A first generation of dissemination took place through increased publications and project videos.

With the funding and learning machinery in place, the IAF is now entering a second generation of dissemination in which initiatives are spreading from country to country and joint ventures are springing up everywhere.

Dissemination of development innovations usually starts when the IAF identifies an outstanding GSO performer and then encourages it to share its experience by training others from throughout the hemisphere. Together these people discover affinities and set up their own support networks. Such networking has germinated among coffee producers, health and credit suppliers, and GSOs working with local governments. Sometimes developmental GSOs have already established their own networks and turn to the IAF for support of coordinated activities and for information-sharing at the hemispheric level.

The IAF has proved that enabling the doers to unite their efforts, to concentrate on common problems, to build upon successes and to learn from failures is indispensable for lasting development. The projects that I revisited on my four-country tour are outstanding examples of how innovations can be spread around.

My Jamaica-to-Venezuela-to-Bolivia-to-Chile Itinerary

The first stop on my four-country tour was the headquarters of the Women's Construction Collective in Kingston, Jamaica. This project started with ten unemployed women who were trained in construction trade skills and who then went on to set up their own construction and carpentry business. How it has flourished! The 10 that became 30 have now become 100 skilled women employed in the building trades. I laughed when one of them said, "I used to envy the secretaries with their long shiny nails and their shiny dresses. But now they envy me when I open my pay envelope and all that lovely money falls out."

The IAF video about this group has inspired women in the United States as well as in Mexico. The IAF plans to provide travel money to representatives of other

Among the Third World's chief stumbling blocks to development, lack of education is second only to the scarcity of pure water.

groups of women in very low-paying occupations — such as the sewing and knitting members of the 200 Círculos Femeninos in Venezuela — so that they can visit the Jamaica project and find out how they might also break into the construction trade.

My second stop was the mother/teacher project in Caracas, Venezuela, sponsored by the Centros Comunitarios de Aprendizaje (CECODAP). In this innovative program, mothers, many with only a third-grade education, are trained by two university professors in Montessori-style teaching methods to run neighborhood day care/preschool centers. The participants, who receive a modest wage, earn certificates and are able to apply three years of service/study in the centers towards fulfillment of degree requirements for primary education at the Universidad Experimental Simón Rodríguez, which they may enter once they have completed high school. I found, on my visit, that 13 of these women had earned certificates; their new credentials meant a tripling of their incomes.

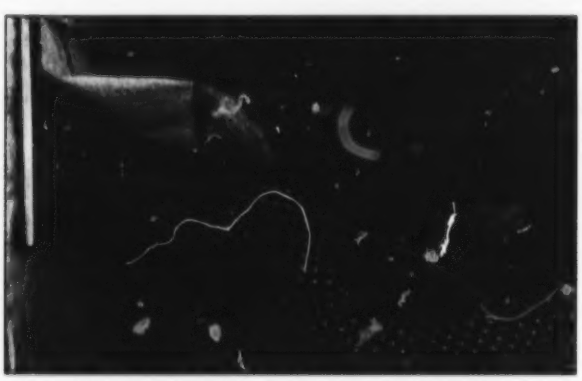
In 1989, an IAF grant to CECODAP enabled the group to purchase a building so that the training-of-trainers process could be formalized and a major outreach effort set in motion. Plans are under way for the IAF to arrange visits by key members of women's groups from throughout the region to spread the message about the mother/teachers of Caracas.

In Bolivia my destination was the Casa de la Cultura in Santa Cruz. Four years ago I visited all five of its community libraries. Today there are ten such libraries, with two more under construction. Take almost any road out of the heart of Santa Cruz and you will come upon one of the community centers buried in the depths of a barrio. Each consists of a library/study center with space for workshops for crafts and other cultural activities. Prominent is an outdoor stage for community events that often tour from barrio to barrio. In one of the centers I visited, the people were preparing lunch for the elderly and handicapped — a few pennies a plate; in another they were planting a vegetable garden.

IAF funds supplied each of the libraries with an eclectic collection of 500 books ranging from Homer to Shakespeare, from algebra textbooks to how-to manuals on the care of chickens. The city pays a university student to serve as counselor/librarian and to guide the young students with their homework.

This project is appropriate for any city where too many people live in overcrowded quarters in which an ambitious youngster finds no support for intellectual endeavor. Although it was vacation time, in each library I saw young people reading, studying, or playing chess. Obviously they found it a comfortable hangout. And obviously it will be an IAF project we can recommend to communities everywhere as a learning model — low cost, highly effective, and so vital to the future.

The last stop was Santiago, Chile, where I once again called upon the CET project mentioned earlier. CET is a GSO that helps poor urban and rural communities to meet their basic needs by offering training in sustainable agricultural techniques and low-cost housing alternatives. During the past year, CET, with financial support from the IAF, has sponsored a series of three-week workshops attended by 200 agricultural agents from 15 countries. Impressive, yes. But I won't be content until the 200 expand to 20,000. As retrained agricultural extension agents fan out throughout the hemisphere, they find that the money saved by substituting organic composting methods for chemical fertilizer and pesticides is enormous. The peasant is enabled to purchase better seed, and improved farm production means that the children can stay in school.



Roberto Arreio

IAF president Deborah Szekely unveils a plaque at the opening of a new community library sponsored by the Casa de la Cultura in Santa Cruz, Bolivia.

Kathryn Shaw

Alejandro Montero (right), an extension worker from the Centro de Educación y Tecnología, visits an urban gardener in Tomé, Chile.

These visits confirm that once a wheel is invented it should be put on a fast locomotive, not a wheelbarrow. At the IAF we draw on tried and true experience and then attempt to line up and synchronize the wheels to carry the shared vision of the people.

New Challenges — Bold Responses

In this, the last decade before a new millennium, we can see clearly the challenges ahead. Facing them calls for boldness. Development problems have become increasingly complex and intractable as the Third World urbanizes. Within 20 years, 80 percent of the people will live in cities. Solving these problems challenges the ingenuity and daring of the IAF. Easy answers, like providing a dozen trucks or tractors, will not be available, and so far the IAF has little experience with the politicized environment of the city.

The plight of education as we enter the 1990s cannot be overlooked. In Latin America and the Caribbean, well over half of the children drop out during the first four years of school. Among the Third World's chief stumbling blocks to development, lack of education is second only to the scarcity of pure water.

With these challenges in the forefront of our minds, we at the IAF perceive our tasks as fourfold:

- To facilitate and finance the travel, participation, and learning of teacher/trainers as the best way to transmit the development process.
- To facilitate and finance development hemisphere-wide through networking and interactive participation.
- To seek out and fund innovative programs that seem to guarantee financial, social, cultural, and ecological rewards for a greater number of people and to ferret out their "Eureka!" factors.
- To refocus and expand the Fellowship Program in the North for improving the skills of Latin American students — and conversely to sponsor fellowships for U.S. students to travel South to study, document, and share developmental breakthroughs.

I envision the IAF as a sort of latter-day Johnny Appleseed, sowing the seeds from which will grow a better future.

An Ardent Admirer Bids Farewell

It is with the greatest reluctance that I am about to leave an appointment and confreres I associate with one of the most pleasant periods of my life. I am under no compunction to resign — other than my own feeling of urgency. The next ten years constitute *the* decade of decision for the United States. I hope to make a difference, to use what I have learned at the Inter-American Foundation. It is my premise that society needs its elder members whose children are grown, whose responsibilities are lessened, whose skills are well-honed, and who can devote their energies to the larger world.

With deep gratitude to the IAF staff — in particular vice-presidents Charles A. Reilly and Stephen Vetter — to board chairman Victor Blanco, to U.S. Representatives Dante Fascell and Bradford Morse, who sponsored the bill that created the IAF, to friends and to grantees, and with the assurance that I will remain their most ardent admirer, I take this opportunity to bid the Foundation farewell.

—Deborah Szekely

The Elements of a Grassroots Development Strategy

Changes in Eastern Europe have caused the IAF to reflect on its mandate to encourage the development and growth of democratic institutions.

"People Power and Development" is the title of an article in the Fall 1989 issue of *Foreign Policy* magazine by Alan Durning, senior researcher at the Worldwatch Institute. Durning cites the tremendous growth in grassroots movements and non-governmental organizations (NGOs) worldwide and claims that "people in the developing world are better organized in 1989 than they have been since European colonialism disrupted their traditional societies centuries ago." He points to the Inter-American Foundation as a model for channeling support to indigenous NGOs and calls it "one of the United States' most valuable assets in maintaining good relations with Latin America."

In the Winter 1989 issue of the *Washington Quarterly*, Larry Diamond, senior research fellow at Stanford University's Hoover Institution, makes the connection between NGOs and the flowering of democracy in an article entitled "Beyond Authoritarianism and Totalitarianism: Strategies for Democratization." "Through their internal structure and functioning," he writes, "[NGOs] may serve as training grounds in democracy, increasing the political efficacy and capacities of citizens, recruiting new political leaders, stimulating participation in the larger political system, and enhancing citizen commitment to democracy."

A New Green Revolution

Both Durning and Diamond had finished their articles before the onset of the riveting sequence of events in Eastern Europe, where grassroots, bottom-up change is being exhibited at its finest. At the IAF, these transformations in Eastern Europe have caused us to reflect on our original congressional mandate: "to support self-help efforts designed to enlarge the opportunities for individual development, stimulate . . . wider participation of the people in the development process, and encourage the establishment and growth of democratic institutions. . . ." The principles were broadly defined, but the intent of Congress was clear: support bottom-up, community-based development. What began in the late 1960s as a few outcroppings at the grassroots level, has now turned into a new "green revolution."

> ***We believe our special niche is to strengthen the diverse universe of existing NGOs and help new ones come forward.***

When the Foundation was created by Congress in 1969, many a critic argued that it would have little to do since there were so few NGOs to work with — 250 according to a 1969 survey of the region. Today, there is a virtual explosion of such organizations. A 1985 Massachusetts Institute of Technology survey suggested that there were 4,000 formally organized NGOs in Latin America, but that is probably a gross underestimation. A 1988 study conducted by the Instituto de Estudos da Religião (ISER) identified and categorized 1,041 NGOs in Brazil alone. Though the figure may seem large, ISER believes that the NGOs were underreported by as much as 20 percent, and the total would have been even larger if the estimated 100,000-plus local development organizations affiliated with the Catholic Church had been counted.

Exploration and Experimentation

How does a development agency organize itself to merit Durning's accolade? With the encouragement of its congressional sponsors, the Foundation has approached the unexplored world of NGOs and popular, community-based move-

Millard Schisler

A nurse from the Fundação de Integração, Desenvolvimento e Educação do Noroeste do Estado teaches a preventive health class to community members in Nova Ramada, Brazil. A 1988 study identified 1,041 such nongovernmental organizations working with the poor throughout Brazil.

ments with respect, curiosity, and a desire to learn, and has always held to the belief that for people to solve a problem, they first have to understand it and then must be able to organize themselves to assume the long-term burden of addressing it.

The IAF approach flows from the belief that development, or change, takes place in unexpected ways and calls on donors to be flexible, innovative, and willing to get involved in a wide spectrum of activities. Some donors make grants only to base groups; others invest only in research, out of a conviction that change takes place by influencing policy; and still others invest their funds only in certain key sectors. We at the IAF believe that our special niche is to strengthen the broad and diverse universe of existing NGOs and help new ones come forward. By establishing a working partnership with them and assisting them to make contact with others who are working on the same problem, we lay the groundwork for change and improvement.

Not too long ago, I saw a film about the early years of Jacques Cousteau when he and his team were just beginning to explore the ocean depths. He explained that they knew "much exploration and experimentation" were needed "as a prelude to raising people's consciousness about the sea. . . . The regenerative powers of the oceans are awesome," he said, "and we knew that if we could help people understand how the problems could be corrected, we would lay the groundwork for change. The problems are so considerable that we alone could never begin to solve them. Only the sea could do that if we could get people to understand how to help it along."

Those words, I thought, also applied to the Foundation: Like the sea, the problems faced by people in developing nations are also vast, and certainly no government alone or no one donor can solve them. But the people themselves, working in their own behalf with the right kind of support, may be able to solve the problems. The regenerative power of people coming together will be tested for humankind in the decade that lies ahead. Having seen the effect of this power in very subtle ways over the past decade and a half in Latin

America and, recently, in a more forceful manner, in Eastern Europe, gives one hope and optimism.

The Nature of the Relationship

We at the IAF are more convinced than ever of the need to support local, indigenous organizations because we have seen how well this approach works. At the heart of the matter is the nature of the relationship between the IAF and the local organizations. The IAF's understanding of what this should be has evolved over the years. At first, the IAF was so wary of "interfering" with grantees that it sometimes did not offer sorely needed assistance. Today the Foundation is more proactive in providing services through its local In-Country Support (ICS) representatives. A 1984 evaluation of IAF operations by a team of outside consultants found that many of the groups the IAF supported wanted more than just financial assistance. They wanted better access to technical assistance, better information about other similar undertakings, and the opportunity to visit and learn from other projects. They insisted that the IAF make better sense out of its experience and disseminate it more widely.

The IAF president and the board of directors, understanding how important it is to keep all plans firmly rooted in the reality of the people and countries the IAF serves, have initiated several fruitful institutional experiments, which have been mentioned in earlier annual reports. Today, for example, local consultants in 24 ICS programs monitor projects, offer technical assistance, and comment on the Foundation's country strategies. In addition, In-Country Funds are now available in 14 countries to provide new groups with up to $5,000 to purchase basic services or equipment. And during the last three years, "networking grants" have supported the travel of 288 individuals to visit projects, attend seminars, and share what they have learned about grassroots development.

Learning from the Review/Preview Process

The biannual Review/Preview exercise has also evolved as a result of the shift away from a concentration on single projects. This process, which began as a simple management exercise for monitoring the flow of projects and grant monies, has become much more meaningful and has enlarged the IAF staff's understanding of the development process. Some of the tenets that have evolved are discussed below.

• **Supporting organizations, not just projects.** "Projectitis" can be a debilitating disease. When the approach is project-centric, the needs of the organization and its ability to grow can be overlooked, and the seeds of dependency and paternalism can be sown in funding one short-term project after another with no concern for sustainability. The "partnership grant" concept has been developed as a cure for projectitis. Key intermediary and membership organizations are asked not simply to develop a two- to three-year project, but to enter into a dialogue with the IAF about where they are going and how they plan to get there.

Patrick Breslin

Bradford Smith (right), senior Foundation representative, outlines the strategy for IAF funding decisions in Brazil during a recent Review/Preview presentation. He is joined by Foundation representatives John Garrison and Carol Michaels O'Laughlin.

• **Developing strategy in context.** The IAF has been forced by limited time and resources to shift its focus from the project to the broader context. Country, sub-regional, and local factors are now more carefully considered. Also, as other donors have moved into grassroots funding, some countries have experienced a redundancy of efforts. To avoid this, the IAF staff has been encouraged to survey the whole universe of grassroots organizations in a given country and find out which are being supported by other donors or the government.

Discussions of contextual issues country-by-country have given rise to many questions: When and under what circumstances should monies be channeled through intermediaries and when directly to the base? How can the Foundation most effectively support the learning and dissemination of practical knowledge about grassroots initiatives? How can the IAF support interaction among grantees? What proportion of funding should go for research? These are not easy questions, and the answers to them will vary from country to country. But developing an IAF strategy in context is recognized by the IAF staff and ICS teams as the most effective means of allocating our limited resources.

• **Networking as an art form.** In recent years the Review/Preview process has helped the IAF deepen its understanding of networking. The IAF staff has identified numerous distinct networking functions: economic networking (marketing goods among producer groups); social networking (exchanging ideas and experiences); special interest networking (meeting around particular themes); and donor networking (learning what others are doing through conferences, staff visits, exchanges, and so on). A review of all existing networks in Latin America and the Caribbean confirmed what we suspected: For practically every type of development effort — popular education, credit cooperatives, radiophonic programs, legal services, and so on down the list — indigenous organizations have formed their own networks. Most are organized vertically along membership lines with virtually no horizontal link among different organizations. The IAF has moved to fill this need: Last year over 150 practitioners were assisted to visit other projects and participate in training and exchange programs.

• **Learning and dissemination is the key.** The idea that donors should be learners, that each project should be a lesson on the human and technical dimensions of change has often eluded but has never escaped the Foundation. The traditional post-project evaluations, characteristic of the early years of the IAF, did not teach grantees or the IAF enough, for they measured only product, not process. After reviewing the human and financial costs of many large evaluations, the IAF shifted to an evaluation model that maximizes the participation of the grantee and the ICS, stresses periodic visits, and places high value on the development of reflection and analytical capabilities and the ability to adjust and change project activities as knowledge and insight are gained.

While the IAF has not neglected its obligation to understand an organization and project as well as possible before funding it, Foundation representatives have come to realize that true understanding comes gradually during the life of the project and long after through ongoing monitoring and retrospective project histories. The IAF views these histories as a key learning opportunity and has recently begun to experiment with reviewing clusters of histories in-country with the ICS and key advisors. The learning loop from funding to completion and beyond is thus greatly enhanced.

Successfully applying these tenets in situations of change and ferment challenges the IAF staff. It might be said that the Foundation is simply trying to spark the human energy for change and help to sustain it. Albert Hirschman, author of *Getting Ahead Collectively*, best summarizes these ideas:

The whole venture of grassroots development has arisen in good measure from a revulsion against the worship of the "gross national product" and of the "rate of growth" as unique arbiters of economic and human progress. Grassroots development refuses to be judged by these standards. The workers in this vineyard look at their activity as valuable in itself without regard to its "overall" impact and they do quite well without being reassured at every step by optimistic reports on the macroeconomic consequences of their work.

— Stephen Vetter

1989 Program Highlights

Overview

In FY 1989, the Inter-American Foundation approved 208 grants, 175 grant supplements, and other program activities totaling $25,242,028 to support grassroots development initiatives in Latin America and the Caribbean. Other programmatic activities included In-Country Support (ICS) Services, fellowships, evaluations, publications, and learning and dissemination projects.

Grantee matching contributions, either in-kind or cash, averaged $1.33 for every Foundation dollar in FY 1989. The average grant size in FY 1989 was $70,000, compared with $72,000 in 1988, and $105,000 for the period FYs 1972-87.

Grants by Sector

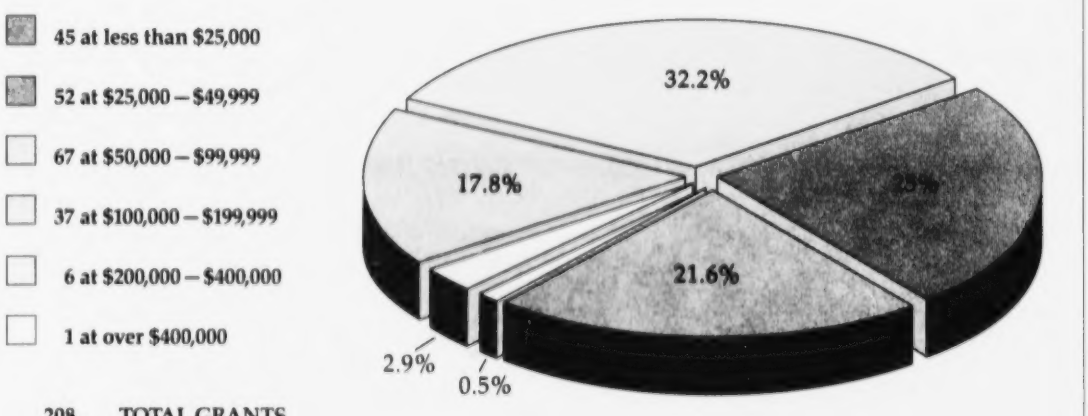
• Food Production and Agriculture
The Foundation allocated the largest share of its program budget for food production, agricultural, and ecodevelopment activities, totaling approximately $9.7 million in FY 1989, or 44 percent of the grant portfolio. This percentage compares with 40 percent in FY 1988, 46 percent in FY 1987, and 42 percent during the period FYs 1971-86.

During FY 1989, grants were approved for programs in crop diversification, processing, and marketing; artisanal fisheries; animal husbandry; rural water systems; environmental protection and conservation; technical assistance and training; appropriate technology diffusion; and credit.

• Enterprise Development and Management
Support for microenterprises totaled $3.8 million, or 17 percent of program resources, compared with 22 percent in FY 1988. The Foundation's average annual funding level for this sector totaled approximately 12-15 percent in previous years.

Grants were used to establish revolving credit funds, provide managerial and technical skills training, improve marketing practices, and acquire pro-

Grants by Size — 1989



duction equipment or goods. The primary beneficiaries of these programs were small business owners and operators, predominantly unskilled and uneducated, who have migrated from rural areas to become absorbed in the urban informal sector.

• Education and Training
Funding of education and training activities totaled 24 percent in FY 1989, maintaining the FY 1988 level. This compares to a 22 percent level in FY 1987 and an historical average of approximately 13 percent. Grants totaling $5.4 million were used for organizational and vocational skills training, instruction in accounting and production techniques, adult literacy programs, networking exchanges, materials development, and technical publications. It should be noted that the majority of Foundation grants include technical assistance and skills training as elements of projects in the areas of agriculture, small enterprise development, community services, or cultural expression.

• Community Services
In FY 1989, funding of community services in the areas of health, legal assistance, and housing totaled $2.3 million, or 10 percent of the Foundation's program budget, compared with 9 percent for this sector in FY 1988. The total amount of funding increased by nearly $1.0 million over the last fiscal year. Grants were used to support legal services, self-help housing and community development programs, health education and services, and potable water and sanitation systems.

• Cultural Expression
The Foundation allocated $317,000 for cultural expression projects in FY 1989, representing 2 percent of program resources. While the percentage remains unchanged from the 2 percent level for the previous fiscal year, total funding decreased slightly during FY 1989. While these grants represent a modest portion of the program budget, they make a significant contribution in terms of preserving cultural values and traditions that may be diminished through development processes. ■

Grants and Amendments for Supplemental Funding

Program Area	Number	Amount ($000's)
Food Production and Agriculture	142	$ 8,915
Enterprise Development and Management	74	3,812
Education and Training	90	5,388
Research and Dissemination	19	477
Housing	11	820
Health	20	1,150
Legal Assistance	6	334
Cultural Expression	8	317
Ecodevelopment	13	813
TOTAL	383	$22,026

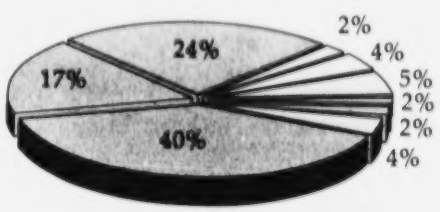


Chart shows percentage of total funds allocated by program area.

The Democratization of Development: Partnership at the Grassroots

Today in Latin America, development and democracy are the formal issues on the agenda, and the action is on the informal side of both economics and politics.

Obscured for 30 years by the shadows of harsh military regimes and of monumental development schemes erected by teams of national and international bureaucrats, a ground swell has quietly but steadily been gathering force throughout Latin America and the Caribbean. Thousands of grassroots support organizations (GSOs), often called nongovernmental organizations (NGOs), have sprung up throughout the region, and they in turn have spurred the formation of tens of thousands of grassroots groups. By channeling funds from international donors and providing imagination and technical expertise, GSOs have breathed life into countless local efforts to generate housing, training, and jobs for the poor. The Inter-American Foundation has helped to nurture this process, and from its ground-floor perspective, has become a mapmaker of grassroots institutions that are revitalizing civil society.

Now that most nations in the hemisphere have returned to formal democratic governments, they find themselves debt-strapped, their options sharply limited by past profligacy. The poverty of national treasuries and the bankruptcy of bureaucratic imagination have opened the way for GSO networks and new social movements to step forward and help spark renewed development. Some of the most interesting partnerships among GSOs, governments, and international donors are occurring at the municipal level. During the past year, the IAF has begun to examine what can be learned from these collaborative ventures and how they can be strengthened.

Development and democracy are the formal issues on the agenda. But the experience of the recent past informs us that neither enlarged industrial capacity nor procedurally correct elections will guarantee enduring development or genuine democracy. The action is on the informal side of both economics and politics.

Informal Economy/Polity: The Role of GSOs

During the past three decades, Latin Americans have streamed from the countryside into the cities. Today, between 60 and 70 percent of the population is urban. Expectations that import-substituting industrialization would generate enough jobs to keep pace with this migration have proven illusory. Excluded from the formally established economy, which stalled in most countries and retrenched in others during the severe recession of the 1980s, more and more people have turned to "informal" or "irregular" sources of employment and production to survive. This informal sector of the economy is comprised of small-scale, often family-owned, labor-intensive enterprises that operate in unregulated and highly competitive markets. Most of their activities escape the reach of national social security and taxation schemes. The sheer mass of these activities makes them a major force in most Latin American and Caribbean economies. For extraordinary numbers of people, the informal economy provides the only available livelihood into the foreseeable future. Development agencies, including the IAF, have taken note of this phenomenon, and have supported GSO programs to assist urban microenterprises. What has gone largely unnoticed, however, is that these informal sector organizations are just one small part of a vast informal polity of local associations.

As Alexis de Tocqueville noted about the United States nearly a century and a half ago, abundant and vital independent voluntary associations are essential for the marketplace of democracy to work. Democracy has its formal side—constitutions, political parties, elections—but participation within the political arena is hollow unless it is also broadly exercised outside of politics. Associational activity, including the world of GSOs, is a school for future political leaders—a laboratory where

Hilario Villalobos

In Argentina, GSOs active in self-help housing initiatives, such as this one in Buenos Aires, have been effective in training government personnel and influencing public policies.

new program ideas can be tested to find those that perform most effectively. For too many poor people in the region, association has been casually labeled subversion.

What makes this public-private convergence particulary significant is what Enrique Iglesias, the president of the Inter-American Development Bank, has called the "crisis of the Latin American state." National governments strapped for resources are seeking to unload some of the burden for social and economic development to grassroots organizations. For the first time, cooperative public/private ventures seem more feasible because governments are downsizing to manage resources more efficiently and shifting decision-making power to local officials who should be more responsive to local needs. Also for the first time, GSOs are beginning to form federations to share ideas and pool resources for wider impact. For instance, Colombia has just had its first-ever election for local officials, and once-fragmented GSOs in Brazil, Chile, Argentina, and Mexico have convened national and regional assemblies to assess prospects for collaboration with friendlier regimes. The question is what form that collaboration will take. Are GSOs best suited to function as state surrogates, extensionists, or partners?

An IAF Window on GSO/Local Government Collaboration

During FY 1989, the IAF inaugurated a series of workshops with selected Latin American grantees, In-Country Support (ICS) representatives, and researchers to explore the prospects for innovative microdevelopment strategies emerging from new linkages between GSOs and local governments. As a first step in gathering data on these linkages, examples of evolving relationships between GSOs and governments were selected to provide cross-country perspectives on the phenomenon.

Not surprisingly, patterns of GSO/local government collaboration varied widely, depending on country contexts. The Argentine participants, for example, noted that the lengthy period of military rule in their country, which ended in 1984, had stunted GSO growth and produced a general lack of "mechanisms for negotiation" between state and civil society. Although relatively new, Argentine GSOs have already begun to take on a variety of roles — from articulating the demands of marginal populations to providing training and technical assistance to grassroots groups. GSOs active in self-help housing have been particularly effective in training provincial and municipal government personnel, and have influenced public policies.

Participants from Brazil, which returned to civilian government in 1985 and was about to hold its first presidential election in 20 years, expressed some disillusionment with the progress of redemocratization. Participants noted that Brazilian GSOs had emerged as surrogates to fill the vacuum left by inadequate public services, and they felt that bureaucrats in many government agencies were still

1989 Learning and Dissemination Highlights

Overview

Gustavo Esteva, a Mexican thinker and activist, bemused by the U.S. preoccupation with networks, suggested that "hammocks" might be a better term for the way grassroots support organizations (GSOs) and social movements merge and contribute to change in the region. A "hammock" is plastic rather than rigid, molding itself to the contours it contains.

The IAF is progressively expanding its learning and dissemination efforts (two of the three pillars of the Foundation) through such "hammocks" in the region. For example, a "hammock" emerged when the IAF's In-Country Support teams from Mexico, Central America, and the Caribbean called a meeting of small coffee producer organizations to explore alternative marketing channels when the International Coffee Agreement broke down. Another example is an IAF research grant that explored how South American GSOs were able to fill the void left by underfunded government primary health care systems. This modest research project included regional and local meetings of 56 GSO health service providers in five countries and a forthcoming book on primary health care delivery through GSOs—not a bad yield for a $36,000 grant.

Such networking or "hammocking" is the hallmark of a new phase in IAF work among Latin Americans and Caribbeans.

Activities

• Research and Evaluation

During FY 1989, a number of research projects moved closer to publication: democracy in grassroots organizations, the roles and characteristics of GSOs, leadership in urban neighborhoods, sustainable agricultural practices used by peasants, and community-level health projects. In addition, research was scheduled on credit as a development tool and on marketing bottlenecks in agricultural and artisanal production projects.

More and more of the research projects commissioned by the Foundation feature the active involvement of the groups being studied. In evaluating potential research topics, the IAF is asking not just what the research findings will teach development workers, but also how the interests of the groups under study might be furthered in the research design. For example, research on grassroots democracy in the Unión de Ejidos Lázaro Cárdenas in Mexico led its members to publish a comic-book style popular history of the organization and to disseminate it throughout the country.

A working paper on evaluation methodology, employing a blend of qualitative and quantitative indicators, was fashioned from a number of field-based project evaluations. That paper will be published early in 1990. In addition, five project evaluations are being rewritten as teaching case studies.

overly cautious and were retarding potentially promising collaborative ventures. Others, however, noted that some public agencies were more receptive to alternative program ideas since they began recruiting top officials from GSO staffs, and one organization has been created specifically to provide training and technical assistance to democratically responsive managers.

Peruvians, too, have a new constitution that recognizes an enhanced role for local organizations. Collaboration with local governments to set up and run "popular kitchens" and food supplement programs for children is common, and GSOs are a prime source of relatively inexpensive technical assistance, particularly to poor municipalities. Peruvian participants in workshop discussions, however, were perplexed by the unpredictability of the Sendero Luminoso guerrilla movement, which has sometimes targeted local government officials. They pointed out that, while the blurring of boundaries between public and private development programs ushered in by democratization has made it easier to operate in some countries, in other countries, such as Peru, Colombia, and many parts of Central America, violence continues to hamper coordinated development efforts.

Michelle Huber

Hilary Brown of Jamaica was one of 44 scholars, researchers, and development practitioners to receive IAF fellowships during FY 1989.

• Publications
The 1988 Annual Report and two issues of *Grassroots Development* were published during FY 1989. To provide readers with an opportunity to discuss issues raised in journal articles, the Grassroots Development Speakers Series was launched with distinguished economist Albert O. Hirschman as guest speaker. The Foundation also began its Country Focus Series with *The Small Farmer Sector in Uruguay* by Cynthia L. Ferrin. Two IAF works went into second editions—*O Progresso em Coletividade* by Hirschman and *Una Apertura a la Esperanza* by Sally Yudelman—and a chapter from the book *They Know How*, which describes many of the IAF's guiding principles, was published as a booklet in Portuguese.

• Video Series
In FY 1989, the Foundation published Teacher Discussion Guides to facilitate discussion of the issues raised in the Grassroots Development Video Series. To date the three videos have been viewed by over 200,000 people (approximately two-thirds of whom are high school students) and have been broadcast on cable networks to over three million viewers.

• Fellowships
Fellowships were awarded to 44 scholars, researchers, and development practitioners from the Caribbean, Latin America, and the United States in FY 1989. These fellowships support research on microdevelopment approaches to improve the conditions of poor people throughout Latin America and the Caribbean.

• Translations
Every year the translation unit translates some 500 grants, amendments, and internal documents into English, Spanish, Portuguese, French, or Créole (just added this year). In FY 1989, the unit also translated two IAF books into Spanish *(Development and Dignity* and *The Small Farmer Sector in Uruguay);* the Annual Report and two issues of *Grassroots Development* into Spanish and Portuguese; and promotional materials for the Fellowship Program into Spanish, Portuguese, and French. ■

Mexican participants emphasized the differences between representative and direct democracy, and the importance of GSO ties to popular movements as well as to government agencies. The earthquake of 1985 galvanized popular sentiment against an ineffective state apparatus, and the recovery effort led to the formation of numerous new private organizations. Although one GSO in the northern city of Durango reported on its success in persuading local government officials to launch joint programs for soup kitchens, day care, legal aid, and environmental cleanup, other GSOs have helped spur independent social movements to fill the space reluctantly abandoned by an overextended, underfunded, unpopular state political apparatus. The "social sector" of development organizations bridges the state and for-profit private sectors.

Despite some skepticism about how much cooperation was feasible at present, workshop participants generally agreed that the door was ajar, and the crushing burden of structural adjustments to reduce national debts was forcing governments and GSOs to open it wider.

What Is to Be Done?

Finding effective and innovative approaches to local development has been the IAF's strong suit. By opting to deal directly with specific

people who have proposed their own solution to a pressing problem, the Foundation has been able to cut the cloth to specifications in delivering needed funding.

Nonetheless, our claims must remain modest. The fiscal crisis of the 1980s has opened a fault line between politics and markets everywhere, and microlevel projects by GSOs cannot mend the fissures. There is little effective outreach to the unorganized, the poorest of the poor. There are not enough bandages to dress the wounds of the "new poor," members of the middle class who find themselves slipping backwards. The crushing burden of structural adjustments to ease national debts has reduced the flow of public services to a trickle, although incremental increases in support from international donors has helped offset some of the decline in public programs.

Meanwhile, redemocratization has been creating a crisis of legitimacy for national governments. The old systems of patronage are too expensive to be maintained, and cumbersome bureaucracies are ill-equipped to respond to organized public opinion. GSOs, the networks they are forming, and the popular social movements to which they are linked provide a ready-made infrastructure, rooted in real communities, for informing public agencies about community needs and facilitating the delivery of services. Many GSOs seem eager to respond to governments, toning down their antistatist posturing as democratization moves haltingly forward, especially as colleagues formerly outside of government move within it.

Some GSOs are aware, however, that access to power has risks. If state agencies raid them for talented staff, the danger exists that the voices of newly recruited personnel will be drowned out within the public bureaucracy while GSOs lose their most effective spokespersons. If GSOs try to scale up to replace government programs, they may be unable to handle large amounts of capital efficiently, and many of these groups privately express concern about losing autonomy as they gain access to resources and influence. The IAF has learned the hard way to respect the pace of growth in organizational capacity. The gap between a successful project and an effective program is difficult to bridge, and over-funding can overwhelm and distort as well as empower. GSOs must learn how and when they can scale up to provide services, but, more important, governments and donors must reorganize themselves to scale down.

Nonetheless, there are grounds for optimism that GSOs can maintain their identity as they scale up. GSOs are not only maintaining ties to autonomous popular movements, they are forming their own national and regional federations, and more recently they have begun to build international networks based on functional or sectoral affinities. At the same time, state power is being delegated to municipal and provincial levels, making it easier for GSOs to enter partnerships with governments to expand programs in a more orderly, manageable, and realistic fashion.

The IAF will continue to monitor this evolving phenomenon. In partnership with ICS personnel and several grantees, the Office of Learning and Dissemination has identified for in-depth examination several projects along the cutting edge of increased collaboration between GSOs and local governments. Grants for future projects and shared participatory research will be considered to sharpen the insights that are being gained. A process so broad and diversified will not yield easy answers, but those answers should have a better chance to emerge if the number of people asking the questions is multiplied.

From Technocrats to Topocrats

A new stage of development thinking is taking shape. If a first generation of development planners and practitioners were entranced by technocracy, the technically skilled generation that followed seems to place high value on place, locale, *topocracy* (from the Greek word *topos*). Whether inside or outside of government, they understand that development programs must fit the needs and demands of specific local populations if they are to work. Despite their claims, overly centralized governments seldom have enough resources, flexibility, or imagination to fashion such programs. The history of U.S. public housing — with wrecking crews now demolishing the sterile "projects" erected in Newark, Chicago, and Los Angeles during the 1960s — is a classic example that the problem is not confined to developing countries.

One can imagine a new Alexis de Tocqueville traveling through Latin America and the Caribbean, urging the people he met to continue inventing their own model of democracy, convinced that the lessons they learned might one day be repatriated North to help developed societies discover new techniques for solving their own social problems.

—Charles Reilly

Grants by Office — 1989

($ in thousands)

$ 1,718		Office for Brazil
$ 2,009		Office for the Caribbean
$ 5,923		Office for Central America
$ 2,105		Office for Colombia and Venezuela
$ 1,720		Office for Mexico
$ 3,919		Office for Peru, Ecuador, and Bolivia
$ 4,323		Office for the Southern Cone
$ 309		Latin America Regional Grants
$22,026		TOTAL GRANTS

1989 Grant Portfolio: Responding to Local Initiatives

This section describes all grants and grant supplements over $10,000 made by the IAF during fiscal year 1989. Seven projects — one for each regional office — are profiled to show how the Foundation responds to local initiatives.

Office for Brazil

New Grants

Equipe Técnica de Assessoria, Pesquisa, e Ação Social (ETAPAS), $84,711 over 18 months, to conduct four to five participatory training/study projects with associations of slum dwellers in Recife to assist them to govern better while securing assistance from municipal agencies in solving pressing problems of health, housing, education, and employment. (BR-673)

Associação dos Pequenos Produtores Rurais de Promissão (PROMISSAO), $17,941 over 18 months, to carry out animal husbandry activities to increase food production and generate income for 20 impoverished families in the interior of São Paulo State. (BR-677)

Fundação de Integração, Desenvolvimento e Educação do Noroeste do Estado (FIDENE), $121,562 over two years, to implement a university extension program of technical assistance, training, applied research, and networking to benefit over 200 grassroots organizations in the state of Rio Grande do Sul as well as in neighboring states and other South American countries. (BR-685)

Cooperativa Mista Agropecuária Irmãos Unidos de Ponta de Pedras (COOPIUPE), $45,800 over one year, to increase the supply of food and raise incomes for 180 impoverished rural families on Marajó Island through the cultivation of beans, corn, and rice on 50 hectares of land. (BR-690)

Centro Luiz Freire (CLF), $187,000 over four years, to provide institutional support to consolidate its administrative functions and expand its programs of alternative education, communication, and legal assistance to benefit approximately one million low-income inhabitants of Pernambuco State. (BR-691)

Sociedade Maranhense de Defesa dos Direitos Humanos (SMDDH), $36,749 over two years. See box on page 23. (BR-692)

Ação Cristã Pró-Gente (PROGENTE), $86,051 over two years, to implement a food production, preventive health, and community organizing program to benefit 200 impoverished farm families in the interior of Goiás State. (BR-693)

Movimento de Educação Promocional do Espírito Santo (MEPES), $87,689 over two years, to consolidate and expand two secondary-level family agricultural schools in Espírito Santo State to benefit 200 schoolchildren. (BR-694)

Cruzada do Menor, $43,500 over three years, to promote a training course at the center in Petrópolis, Rio de Janeiro State, in artisan skills and managerial and marketing techniques for 484 educators, instructors, and young artisans from children's service agencies nationwide. (BR-696)

Centro Piauiense de Ação Cultural (CEPAC), $119,100 over three years, to consolidate a training center for small farmers and administer a community project fund to support small-scale economic projects implemented by grassroots rural organizations throughout Northern Piauí. (BR-700)

Basic Facts

Brazil, a country slightly larger than the continental United States, covers nearly half of South America.

Size: 3,286,470 sq. miles
Pop: 147,400,000

Reducing the Risks and Increasing the Gains for Brazil's Babaçu Breakers

Sitting on the ground in a forest clearing, a woman raises a well-worn hatchet into the air and, coming down with a loud "whack," splits in two the coconut held between her legs, so that she can extract the prized *babaçu* nut. As dangerous as this gesture might seem -- a slip could mean the loss of a leg -- the woman, a babaçu "breaker," is probably far more concerned about being chased off by an angry landlord or bitten by a poisonous snake. Yet for thousands of women in Maranhão, a vast state where Brazil's lush Amazon meets the semi-arid Northeast, the risks are clearly worth the gain.

A member of the palm family, the amazing babaçu has myriad uses. Its leaves are used for roofing, the shell of its coconut for making charcoal, and its nut for producing a high-quality oil. Fifty-three percent of Brazil's babaçu forests are found in Maranhão, and 75 percent of the market share in babaçu nuts comes from that state.

It is estimated that close to 400,000 families in Maranhão depend upon babaçu for their survival. As small or tenant farmers, they grow subsistence crops to feed their families. Yet it is babaçu that provides crucial cash income to buy the necessities of life. Prices for babaçu oil are low, and even lower for the raw nut and charcoal, but it is one of the few resources that the rural poor can depend on. Moreover, since the collection and processing of the babaçu nut is almost exclusively the province of women, it serves as a fundamental source of female employment.

In 1985, the Sociedade Maranhense de Defesa dos Direitos Humanos (SMDDH) joined a nationwide network of nongovernmental organizations dedicated to providing poor rural farmers with information about low-cost, alternative

cont. on p. 24

José Ribamar Alves

Women in Brazil's Maranhão State carefully wield their hatchets to extract prized babaçu *nuts, which will be processed into high-quality oil.*

cont. from p. 23

Reducing the Risks

technologies. Since then, the SMDDH has offered statewide courses on agricultural techniques, conducted a weekly radio education program, researched and tested new farming methods and crops, and coordinated a network of 17 local organizations working in agricultural extension.

Recognizing the importance of babaçu to the rural population, the SMDDH organized a statewide meeting of the babaçu breakers and translated their concerns into a project proposal for the IAF.

The project is to be carried out over a two-year period during which the SMDDH will work with 25 groups of breakers in order to introduce improvements in the way the nuts are traditionally extracted and processed. At the same time, the groups will be strengthened in organization, legal matters, and administration through on-site training and a series of regional- and state-level seminars. Some groups may merge with local rural workers' unions while others will seek official status as producers' associations or cooperatives. The primary concerns of these groups are to obtain better prices for babaçu and its by-products and to strive for *"coco livre"*—freedom to collect babaçu without being accused of trespassing.

This is but one of a cluster of Foundation-supported projects in Brazil that seek to improve the productivity and the techniques of rural producers while strengthening their organizations.

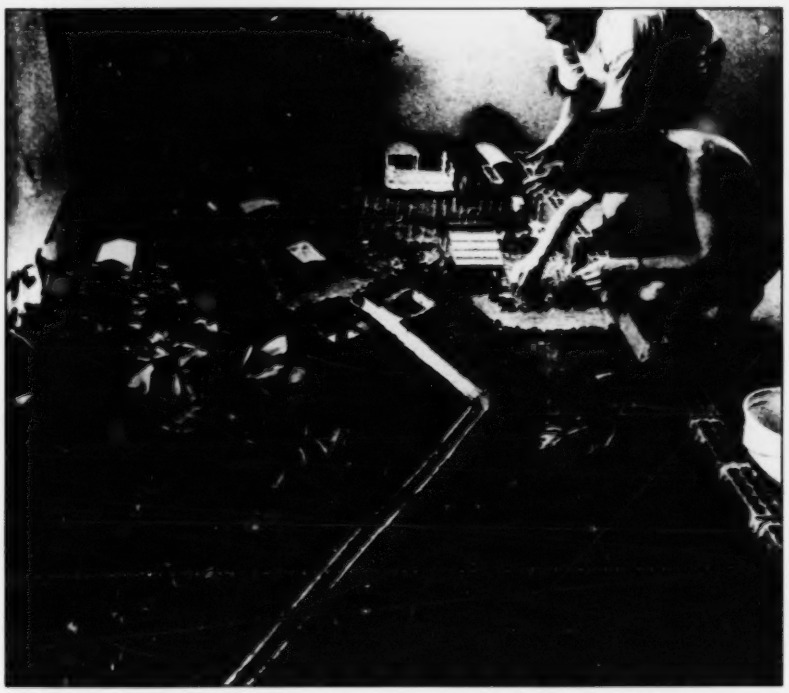
Babaçu is a truly renewable resource. Its primary uses do not require felling the tree, and it replants itself. Brazil is increasingly looking towards such "extractive" resources as it strives to find ways to derive economic benefit from tropical forests while minimizing deforestation. Recognizing that meeting this challenge starts at the grassroots, the SMDDH plans to stimulate future exchanges between the babaçu breakers and producers working with rubber, Brazil nuts, and other extractive resources. (BR-692)

—Brad Smith

Ciência Viva, $24,200 over one year, to educate lower-income schoolchildren and slum dwellers of Rio de Janeiro in the biological dimensions of many of the problems that affect poor communities, through the use of street displays and other innovative educational techniques. (BR-701)

Associação dos Pequenos Agricultores do Estado da Bahia/Valente (APAEB/Valente), $44,680 over one year, to strengthen its sisal processing and marketing program by increasing working capital and purchasing equipment to benefit 1,160 families directly and over 7,000 indirectly in nine municipalities. (BR-702)

Associação dos Moradores dos Jardins Camargos e Adjacências (CAMARGO), $55,000 over two years, to expand a food marketing and distribution program to benefit 3,000 impoverished families in the easternmost region of Greater São Paulo. (BR-703)



Milland Schisler

Students at an agricultural school in Espíritu Santo State, Brazil, lay out a model of a small farm. The program, sponsored by the Movimento de Educação Promocional do Espíritu Santo, teaches young teens efficient farm methods so they will stay on family farms instead of migrating to the cities.

Centro de Educação e Cultura Popular (CECUP), $44,335 over two years, to provide community education organizations in Salvador and surrounding municipalities of Bahia state with educational technical assistance to benefit 450 popular educators and 9,000 students and to influence state legislation favoring community education programs. (BR-713)

Supplemental Grants over $10,000

Fundação Esperança, $43,663, to continue the training of rural health promoters and a primary health care delivery program for 51 isolated communities in the Central Amazon Valley. (BR-605)

Assessoria de Urbanização Popular (ARRUAR), $45,000, to continue to provide technical assistance in architecture and engineering and legal assistance to residents' associations in Recife whose low-income communities are undergoing urban renewal. (BR-625)

Associação Nacional de Pós Graduação e Pesquisa em Ciências Sociais (ANPOCS), $110,650, to continue to administer the development studies program that provides small grants to Master's degree students in the Northeast and North of Brazil to conduct dissertation research on issues concerning grassroots participation in the development process. (BR-626)

Ação Cultural e Tecnologia Apropriada/Universidade Metodista de Piracicaba (ACTA/UNIMEP), $30,700, to train residents of 40 slum communities in the construction of housing and to expand its preventive medicine program. (BR-628)

Grupo de Estudos Sobre Educação — Metodologia de Pesquisa e Ação (GEEMPA), $61,000, to expand the research and training program for teachers of primary school students in the marginal neighborhoods of Porto Alegre. (BR-629)

Millard Schisler

Resettled small-scale farmers plow a field in the State of Rio Grande do Sul, Brazil. Farmers in the area have benefited from participatory research carried out by the Fundação de Integração Desenvolvimento e Educação do Norveste do Estado.

Centro de Pesquisa e Assessoria (ESPLAR), $136,892, to continue an agricultural research and training program on appropriate technologies for small-scale farmers of several regions of the state of Ceará. (BR-634)

Serviço de Orientação da Família (SOF), $42,664, to consolidate and expand public health training for community leaders of greater São Paulo through the Movimento de Saúde Popular. (BR-638)

Sociedade Beneficente de Promoção da Mulher e da Criança (SBPMC), $29,342, to continue to provide training and counseling to mothers and day care attendants. (BR-654)

Centro de Defesa dos Direitos Humanos "João Pedro Teixeira" (CDDH), $62,510, to expand and consolidate the preventive and primary health care program in the Bela Vista neighborhood of the city of Boqueirão, Paraíba. (BR-662)

Associação Brasileira Interdisciplinar da AIDS (ABIA), $20,000, to enable representatives of nongovernmental organizations and AIDS service organizations from throughout Latin America to participate in an international AIDS conference. (BR-676) ■

Office for the Caribbean

Antigua
New Grants

Organization for Agricultural Development (OAD), $75,500 over two years, to provide credit, technical assistance, and financial support for irrigation projects for 300 small-scale farmers and gardeners. (AN-017)

Dominican Republic
New Grants

Junta de Asociaciones Campesinas de Samaná (JACASA), $64,020 over two years, to conduct a marketing feasibility study; and to construct and administer a training center to provide educational opportunities and meeting facilities for its 15 affiliates and their 350 small-farmer members. (DR-204)

Sociedad para el Desarrollo Integral del Nordeste, Inc. (SODIN), $66,300 over three years, to provide training and technical assistance to 1,200 small-farm families in farming practices and resource use to increase the productive capacity of their farms. (DR-205)

Asociación de Caficultores Fronterizos "Hijo Mío Siembra Café" (HIJO MIO), $51,440 over three years, to complete construction of and operate a coffee processing and storage facility for 130 small-scale farmer-members. (DR-206)

Centro Dominicano de Organizaciones de Interés Social (CEDOIS), $16,500 over three months, to hold a three-day conference on international cooperative assistance to provide an opportunity for participating donor and nongovernmental organizations to share information on the priorities and objectives of their programs. (DR-207)

Asociación Pro-Fundación Estudios Dominicanos (APROFED), $9,850 over nine months, to conduct a survey and comparative analysis of two economically marginal urban neighborhoods, one receiving outside assistance for its microenterprises and another receiving no external assistance. (DR-208)

Radio Marien, $62,480 over three years, to expand its radio school so that it is capable of providing literacy and vocational training to 1,000 rural peasant families per semester. (DR-210)

Cooperativa de Servicios Múltiples "Progreso Fronterizo," Inc. (PROGRESO FRONTERIZO), $34,255 over three years, to initiate a farm supplies outlet, introduce improved production techniques on its cooperative farm, and expand its transportation and marketing services for the direct benefit of 320 of its small-scale farmer-members. (DR-211)

Asociación de Caficultores "Unión y Progreso" (UNION Y PROGRESO), $11,035 over one year, to construct and implement a coffee-drying and storage facility for its membership of 47 small-scale coffee producers. (DR-212)

Centro Regional de Estudios de Alternativas Rurales (CREAR), $159,300 over two years, to expand its facility and provide training to more than 600 small-scale farmers, 60 of whom will undergo intensive training to become "barefoot agronomists." (DR-214)

Basic Facts

The seven Caribbean island nations supported by the Foundation this year (Antigua and Barbuda, the Dominican Republic, Grenada, Haiti, Jamaica, St. Kitts & Nevis, and St. Lucia) together comprise only 34,440 sq. miles, an area equivalent to the size of Indiana.

Antigua and Barbuda
Size: 170 sq. miles
Pop: 100,000

Dominican Republic
Size: 18,810 sq. miles
Pop: 7,000,000

Grenada
Size: 130 sq. miles
Pop: 100,000

Haiti
Size: 10,710 sq. miles
Pop: 6,400,000

Jamaica
Size: 4,240 sq. miles
Pop: 2,500,000

St. Kitts and Nevis
Size: 140 sq. miles
Pop: 40,000

St. Lucia
Size: 240 sq. miles
Pop: 200,000

Community-Led Natural Resource Management in St. Lucia

The Southeast Coast of St. Lucia is a jumble of seaside tourist resorts, garbage dumps, and a squatter settlement, each one, by itself, a threat to the fragile ecological balance of the area. Residents of the squatter settlement feed their families and earn some income by growing crops wherever they can find a bit of land and by keeping chickens and pigs, which roam the streets and bare yards. They also exploit the local waters and "bush" for food and fuel, selling fish to the resorts and marketing charcoal made from trees cut from one of the few remaining mangrove swamps in the Eastern Caribbean.

Caribbean environmentalists, with the help of international environmental organizations and extension agents of the government of St. Lucia, have been working with the local natural resource users to help them understand the importance of the reefs and mangroves to the ecology of the Southeast Coast. These organizations have helped small-scale farmers and charcoal producers to plant fast-growing trees for fuelwood to replace the vanishing mangroves. In 1986, a group of farmers and charcoal makers interested in these

cont. on p. 28

Jeff Perbell

Mathias Burt (left) of ECNAMP talks with Mike Paul and his sons, members of the Aupicon Charcoal and Agricultural Producers Group, in a mangrove swamp on St. Lucia's southeast coast. ECNAMP and the NRDF will provide technical and financial support to increase members' incomes, while helping them protect their endangered mangroves.

cont. from p. 27

Community-Led

activities formed the Aupicon Charcoal and Agricultural Producers Group.

Despite the valuable work of these organizations and others interested in preserving the local ecology, it soon became apparent that the natural resource users — the small farmers and charcoal makers — were not really interested in conservation activities and that, without their involvement, the long-term sustainability of those activities could not be guaranteed. Part of the problem was that conservation did not offer a direct or immediate benefit to the poor in the community.

This problem is not unique to St. Lucia. It is much the same in other countries where the IAF has worked with groups involved in conservation and environmentally sensitive production projects. In those countries, grassroots support organizations have played a valuable role in strengthening community organizations of natural resource users and in making sure that conservation projects reflected their needs and local priorities. It is vital that the people who depend on the local resources manage the resources themselves.

In St. Lucia, the National Research and Development Foundation (NRDF), a group that provides credit, training, and technical assistance to low-income communities throughout the country, has joined with the Eastern Caribbean Natural Areas Management Program (ECNAMP), a Caribbean-wide conservation organization, to address the resource management problems of the Southeast Coast. The goal of this collaborative program is to strengthen and help consolidate the Aupicon Charcoal and Agricultural Producers Group.

With funds from an IAF grant, the NRDF and ECNAMP are assisting the Aupicon group in obtaining both a legal and institutional basis for expanding its income-generating activities and protecting the resources its members depend on for their living. The government of St. Lucia has leased land to the group, providing the security needed for small farmers to invest in expanded, longer-term agricultural production. During the two-year project, the NRDF will set up a management system for the endangered mangrove area and the fuelwood lot for charcoal production. It will also provide technical assistance and financial support to the small-scale farmers to cultivate fruit and vegetables for local sale.

In addition to its agricultural activities, the Aupicon group will undertake an experimental project in mangrove restoration and establish public access to the swamp for educational purposes. Most important, the NRDF and ECNAMP will provide training for the group to strengthen its organizational structure so that by the end of the project the members of the Aupicon group should be capable not only of managing their agricultural production, but also of protecting the mangroves.

This program of community-led natural resource management could be a source of inspiration and ideas for communities throughout the Caribbean and beyond that are working to achieve environmentally sustainable development projects. (SL-008)

— Julie Sutphen Wechsler

FLORESTA, Inc., $41,880 over three years, to expand its agroforestry revolving credit fund, which provides credit, training, and technical assistance to farmers in 13 rural villages in the central region of the country. (DR-215)

Centro Dominicano de Organizaciones de Interés Social (CEDOIS), $115,000 over two years, to promote communication among Dominican nongovernmental organizations and provide them with information on other international development organizations through training, conferences, and publications. (DR-216)

Junta de Asociaciones Campesinas de Guayabal (GUAYABAL), $11,820 over one year, to purchase 12 ox teams and plowing equipment for use by over 212 small-scale farmer-members. (DR-219)

Asociación Mujeres Necesitadas Colonia Mixta Duverge (COLONIA MIXTA), $24,880 over 18 months, to construct cement retaining walls and floors for 210 houses in the community. (DR-222)

Supplemental Grants over $10,000

Integración Juvenil, $60,000, to continue its work with street children; to implement its income-

generating activities; and to make the transition to other sources of financial support. (DR-098)

Instituto Dominicano de Desarrollo Integral (IDDI), $73,700, to increase the organizational capacity of neighborhood groups and to assist them in the development of specific projects. (DR-121)

Grenada
New Grants

University of the West Indies, Department of Extra-Mural Studies (UWI), $114,607 over two years and four months, to initiate a training program in community education and development methodology for 15 to 20 students; and to establish a documentation center to disseminate community development literature throughout the Eastern Caribbean. (GR-024)

Supplemental Grants over $10,000

Grenada Save the Children Development Agency, Ltd. (GRENSAVE), $33,394, to purchase computers for its offices. (GR-022)

Haiti
New Grants

Groupe de Recherche pour le Développement (GRD), $69,500 over three years, to conduct applied research and exchange information on peasant development; to meet administrative overhead costs; and to support its efforts to generate income for long-term self-sufficiency. (HA-125)

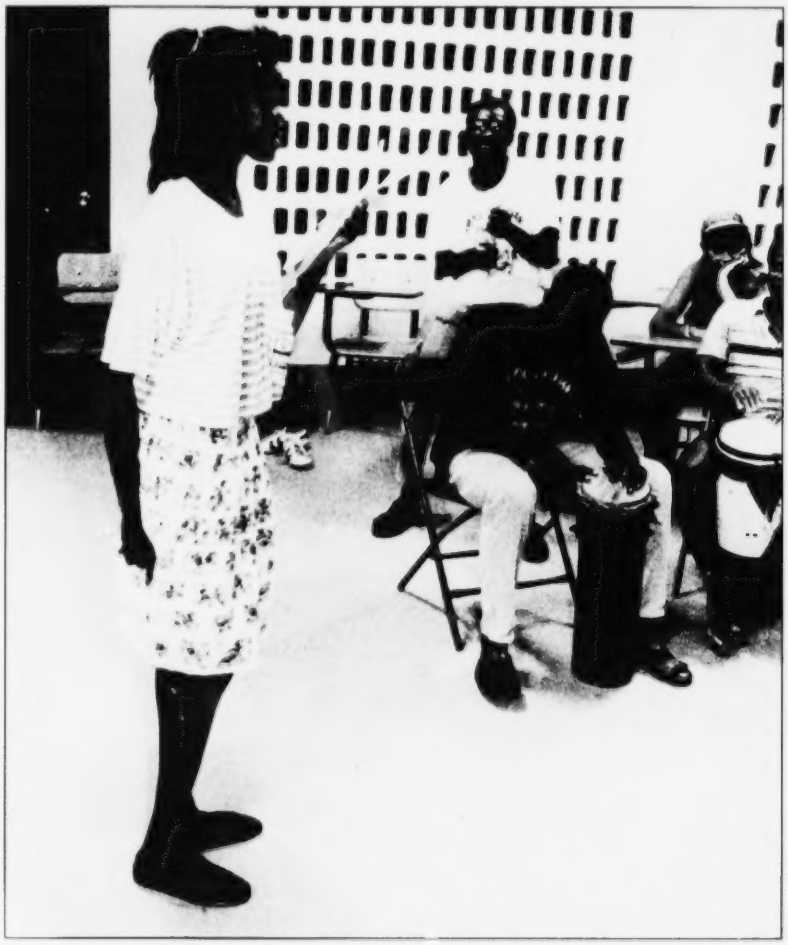
Asosyasyon Animatè Independan (AAI), $18,600 over two years, to sponsor seminars on such topics as administration and management of small-scale, projects, animal health, and civics for its 30 members. (HA-128)

Eye Care Haiti/Management and Resources for Community Health (ECH/MARCH), $224,050 over three years, to promote nutrition education, group formation, and small-scale, income-generating projects for 3,000 mothers of malnourished children. (HA-131)

Office de Développement, Eglise Episcopale d'Haiti (ODEE), $47,770 over two years, to train ten female community development workers who, together with ten male counterparts, will help communities in the five regions of the Episcopal Church's diocese with their development efforts and income-generating projects. (HA-132)

Mouvman Peyizan Rankit (MPR), $15,781 over 18 months, to launch a pilot food crop storage and marketing program for 3,000 small-scale farmers. (HA-136)

Asosyasyon Animatè Kôt Sid (AAKS), $23,730 over 18 months, to launch a pilot food crop storage and marketing program for 1,200 small-scale farmers. (HA-137)



Jeff Perkell

Accompanied by the group Tambou Mélé, 14-year-old Oracia Baptiste recites an original poem. As part of the Folk Research Centre's nonformal educational program, this youth project promotes St. Lucian folk culture.

Oganizasyon Gwoupman Agrikol pou Devlopman (OGAD), $16,931 over 18 months, to reestablish a food crop storage and marketing program for its 300 members. (HA-139)

Supplemental Grants over $10,000

Service Chrétien d'Haïti (SCH), $18,300, to cover additional costs for training, education, personnel, and exchange visits. (HA-096)

Kombit Gwoupman Agrikol Peyizan Integre (KOGAPI), $16,500, to establish a revolving credit fund for 600 small-scale farmers. (HA-108)

Mouvman Oganizasyon Devlopman Bèlfontèn (MODB), $18,200, to expand its team of community workers from 10 to 16. (HA-115)

Kombit Sevo, Men ak Kè Ansanm (KOSMIKA), $20,000, to purchase a pickup truck to meet the transportation needs related to its economic activities. (HA-118)

Jamaica
New Grants

Projects for People (PFP), $73,000 over one year, to provide training and equipment to three community-owned, cheese-making plants. (JA-090)

National Development Foundation of Jamaica (NDFJ), $8,627 over four months, to study the roles of poor women in the small business sector. (JA-091)

Supplemental Grants over $10,000

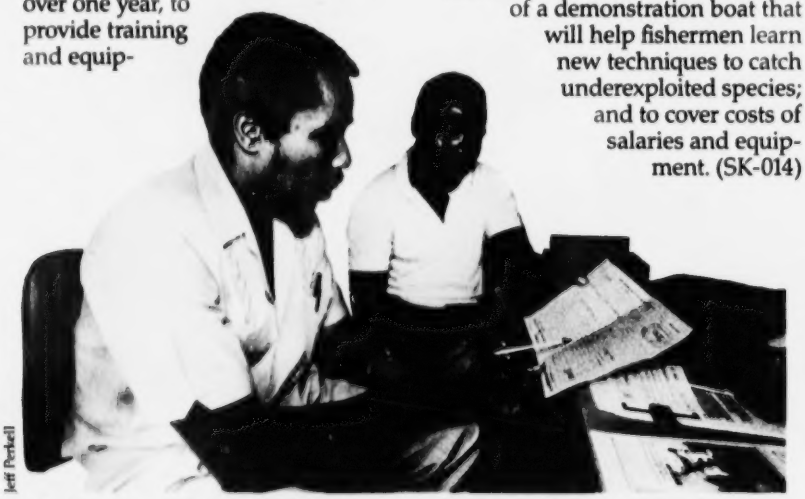
Walkerswood Community Development Foundation (WCDF), $10,000, to repair the community center damaged by Hurricane Gilbert. (JA-084)

Institute for Hunger Affairs, Ltd. (IHA), $44,636, to recover from hurricane damages; and to continue its project activities. (JA-087)

Mel Nathan Institute (MNI), $35,000, to repair the community college, basic school, bakery sales outlet, and other buildings damaged by Hurricane Gilbert. (JA-089)

St. Kitts
Supplemental Grants over $10,000

Foundation for National Development of St. Kitts and Nevis (FND), $23,677, to complete construction of a demonstration boat that will help fishermen learn new techniques to catch underexploited species; and to cover costs of salaries and equipment. (SK-014)



Jeff Perkell

Members of the Antigua and Barbuda Cooperative Farmers Association prepare customs forms to receive produce from a neighboring island.

St. Lucia
New Grants

Folk Research Centre (FRC), $51,500 over two years, to purchase equipment to produce video and audio materials on St. Lucian folk culture that will be used for non-formal educational activities and self-help development efforts. (SL-006)

National Research and Development Foundation (NRDF), $69,255 over two years. See box on page 27. (SL-008)

Supplemental Grants over $10,000

National Research and Development Foundation (NRDF), $25,000, to renovate recently purchased property to house office and hostel facilities. (SL-008)

Caribbean Regional
New Grants

Caribbean Advisory and Professional Services, Ltd. (CAPS), $68,000 over one year, to establish and manage a grant fund for small, emerging community development organizations in the Eastern Caribbean. (CA-085)

Supplemental Grants over $10,000

Women and Development Unit (WAND), $22,300, to sponsor and document an international symposium on women in development. (CA-080)

Trade Union Education Institute (TUEI), $40,000, to repair its training facilities destroyed by Hurricane Gilbert. (CA-082) ■

Office for Central America

Belize
New Grants

Rio Grande Farmers Cooperative Society, $13,000 over one year, to cultivate 75 acres and introduce modern rice-growing practices in a village of traditional Mayan families. (BE-073)

The Belize Zoo and Tropical Education Center, $61,000 over two years, to expand its community outreach program by teaching wildlife education and environmental conservation in rural schools and villages throughout Belize. (BE-083)

Belize Audubon Society (BAS), $10,000 over two years, to establish a credit fund and make loans to approximately 10 members of the Bermudian Landing Community Baboon Sanctuary to establish tourist accommodations and services. (BE-084)

Caribeña Producers Cooperative Society, $56,000 over two years, to purchase supplies for fishermen, refrigeration equipment for its processing facilities, and to train its 167 members and leaders in managing a modern seafood business. (BE-085)

Caribbean Organization of Indigenous Peoples (COIP), $13,000 over nine months, to sponsor a conference for delegates from national indigenous communities of St. Vincent, Dominica, and Guyana to exchange experience and prepare an agenda for self-help development. (BE-086)

Belize Federation of Agriculture Cooperative Societies (BFAC), $52,000 over 18 months, to purchase a tractor and grain dryer and construct storage and office buildings, assisting approximately 100 members of the Valley of Peace Transport and Supplies Cooperative. (BE-087)

Supplemental Grants over $10,000

Toledo Northern Fishermen's Cooperative Society, $22,000, to purchase a fishing boat and complete an ice and fish storage facility. (BE-068)

Scout Association of Belize, $11,000, to purchase a vehicle for use in its youth recreation and training program. (BE-070)

Belize Agency for Rural Development (BARD), $69,000, to expand a citrus grove and teaching farm, purchase a portable sawmill, and provide financial and technical assistance to approximately 30 rural community groups with which it is affiliated. (BE-072)

Toledo Maya Cultural Council (TMCC), $16,000, to visit over 30 Kekchi and Mopan Maya villages in Southern Belize and hold meetings to create greater awareness of the extended Mayan community and self-help development possibilities. (BE-081)

Basic Facts

Belize is slightly larger than Massachusetts.
Size: 8,860 sq. miles
Pop: 200,000

Costa Rica is slightly smaller than West Virginia.
Size: 19,580 sq. miles
Pop: 3,000,000

El Salvador is about the size of Massachusetts.
Size: 8,260 sq. miles
Pop: 5,100,000

Guatemala is the size of Tennessee.
Size: 42,040 sq. miles
Pop: 8,900,000

Honduras is about the size of Ohio.
Size: 43,280 sq. miles
Pop: 5,000,000

Nicaragua is about the size of Iowa.
Size: 50,190 sq. miles
Pop: 3,500,000

Panama is about the size of South Carolina.
Size: 29,760 sq. miles
Pop: 2,400,000

Costa Rica
New Grants

Asociación Protectora de Arboles (ARBOFILIA), $42,860 over 18 months, to expand an integrated program of on-farm agroforestry, watershed protection, and wildlife conservation by providing technical assistance, supplies, and equipment to seedling nurseries established and managed by the participating communities. (CR-247)

Confronting Violence Against Women

"Violence within the family is one of the gravest problems confronting Costa Rican society. . . . From 1983 to 1987, the number of [battered] women examined by the Department of Legal Medicine doubled. . . . The great majority of beatings are not reported to the authorities; and even when the women are obliged to seek medical attention, the violence is ignored or distorted." So reports Dr. Juan Gerardo Ugalde in *Mujer,* a monthly magazine published by the Centro Feminista de Información y Acción (CEFEMINA), a women's organization based in San José.

Violence against women is a clear violation of human rights, a crime perpetuated against individuals linked only by their gender. While awareness of the issue is slowly growing, most societies minimize, misunderstand, or even condone the use of violence against women and avoid confronting it.

Although this phenomenon transcends political and socioeconomic borders, it is particularly acute among low-income and less-educated women. All too often, economic powerlessness exacerbates physical vulnerability. In this context, the growing feminization of poverty observed in Costa Rica and many other countries may have broader social consequences.

CEFEMINA began in the 1970s as a women's study group at the University of Costa Rica in San José. Over time, the group began working among low-income residents of the metropolitan region, mainly in self-help projects. The group discovered that a principal cause of absenteeism and poor job performance among women workers was battering by their male partners. This discovery prompted CEFEMINA members to devise a program to assist battered women.

In 1985, the Inter-American Foundation financed a visit for two leaders of CEFEMINA to 20 battered women's shelters in the United States. As a result of that experience, CEFEMINA concluded that a shelter approach was inappropriate for Costa Rica, as it would benefit relatively few individuals and would not adequately address the root causes of violence.

In March 1989, CEFEMINA came to the IAF with an integrated program to confront violence against women by directly assisting victims of physical, sexual, or emotional abuse; training law enforcement and social service professionals; and sponsoring a public campaign to "delegitimize" violence against women. In June, the Foundation awarded the grant.

Sixteen women, from middle-class urban professionals to lower-income barrio residents, direct and administer the program. Its principal activity is to organize peer support groups in which women are encouraged to talk about the violence in their lives, learn what options they have, and decide what to do. Both men and women belong to the peer support groups, which denounce all forms of domestic violence. They educate members of the community in disciplining children without violence, in using

Asociación de Desarrollo Integral de Bocana y la Palma del Cantón Puriscal (BOCANA), $31,240 over two years, to construct and operate a central warehouse to distribute agricultural supplies to area farmers and bulk the resulting production of maize, beans, and other crops for joint marketing. (CR-248)

Centro Feminista de Información y Acción (CEFEMINA), $151,175 over three years. See box on page 32. (CR-249)

Asociación de Productores de Achiote de Tarrazú y Aguirre (ASOPROA), $65,821 over three years, to build a central *annato* dryer, an office, and a warehouse and construct small solar dryers and storehouses on member farms so that this association of 126 small-scale producers can market the more profitable processed *annato.* (CR-251)

Asociación para la Defensa de los Recursos Naturales (CODECE), $62,293 over two years, to create an environmental law clinic and training program to protect local watersheds and forest areas in the six counties of Escazú. (CR-252)

Asociación de Pequeños Agricultores de Capellades de Alvarado (CAPELLADES), $27,000 over two years, to implement an agricultural machinery operation for 49 agrarian reform beneficiaries and other residents of Capellades in order to increase vegetable production. (CR-253)

Miguel Senior

CEFEMINA staff discusses program activities. The group has taken a leading role in educating Costa Ricans about violence against women.

dialogue to resolve conflicts, and in promoting activities to reinforce community solidarity and conviviality.

CEFEMINA is also a focal point for participating women to help each other out in practical ways, such as babysitting or providing refuge for the night. The program offers professional counseling, legal advice, legal intervention, and — in extreme cases and only at the initiative of the victim — physical relocation.

CEFEMINA has taken a leading role in placing the issue of violence against women, and women's rights in general, on the Costa Rican public-policy agenda and in getting the Costa Rican media to spotlight women's issues. In 1988, CEFEMINA sponsored the Second University Congress on Women. Future plans include additional workshops and expansion of the work of the National Committee on Violence against Women.

In seeking to help the victims of abuse gain a degree of control over their lives and in calling on society to condemn all domestic violence, CEFEMINA goes beyond the traditional "shelter" approach for assisting battered women. (CR-249)

—Keith L. Oberg

Asociación de Pequeños Agricultores Colonia Naranjeña (NARANJEÑA), $49,812 over two years, to establish an agricultural supply store, a transport service, and a pineapple packing plant for its 25 small-scale farmer-members and up to 200 other agrarian reform beneficiaries in Guatuso. (CR-254)

Cooperativa Agropecuaria Industrial de la Península de Nicoya (COOPEPENIN), $16,500 over two years, to finance a central tree seedling nursery near the town of Nicoya and establish a rotating loan fund for small private nurseries in outlying areas. (CR-255)

Asociación de Campesinos Unidos (ACU), $23,400 over two years, to finance agricultural supplies for 18 hectares for one- and two-year-old coffee until it can begin to produce. (CR-256)

Asociación para el Desarrollo Rural Integrado (ADRI), $38,300 over two years, to manage a regional in-country fund to provide loans and grants of up to $5,000 to local organizations for community projects in the Central Pacific mountain region. (CR-257)

Supplemental Grants over $10,000

Asociación de Desarrollo Integral de Cipreses (ADICO), $11,925, to finance part of a cold storage unit for the nontraditional vegetable exports. (CR-126)

Sean Sprague

Members of Agua para el Pueblo dig a ditch to lay water pipes in Villa de San Francisco, Honduras. The organization continues to support development in six rural communities by providing water for family gardens, latrines, and crop irrigation through an IAF grant awarded in 1986.

Cooperativa Femenina de Producción y Comercialización en Artes Manuales (COOPEARFE), $12,825, to finance partial costs of a building to permit expanded sales and training activities. (CR-179)

Fundación Integral Campesina (FINCA), $49,975, to expand and strengthen its programs with 40 local groups in the southern Pacific zone of Costa Rica; and to strengthen its own administration. (CR-224)

Asociación de Ayuda al Pequeño Trabajador y Empresario (ADAPTE), $58,500, to continue administration of a loan fund and provide technical and administrative support to organizations of the poor. (CR-229)

Asociación de Productores Industriales y Artesanales de Golfito (APIAGOL), $31,000, to expand the existing loan fund for this association of solidarity group enterprises that provides credit, training, and technical assistance. (CR-237)

El Salvador
New Grants

Asociación de Desarrollo Comunal El Progreso, $102,000 over three years, to build an irrigation canal that will water 314 acres of farmland for 186 small-plot landowners near Sonsonate. (ES-068)

Grupo El Progreso, $51,000 over three years, to purchase a feed mill to produce animal concentrate, provide a rotating loan fund that will enable 11 existing family pig farms to expand, and construct 13 new family pig farms for the benefit of 27 families near Cuyuapa Abajo. (ES-071)

Asociación Cooperativa de Producción Agropecuaria "La Mosquitia" de R. L. (MOSQUITIA), $59,500 over three years, to strengthen its agricultural and dairy activities to produce more food, provide 14 full-time jobs, supply milk to undernourished children, and secure other social and economic benefits for 176 rural farmers in the outskirts of Sonsonate. (ES-073)

Unidad Ecológica Salvadoreña (UNES), $133,000 over three years, to provide resources for local committees working on ecological problems such as protection of endangered species, recycling, reforestation, water treatment, and

coastal protection for the benefit of 1,500 people in seven locations throughout the country. (ES-074)

Asociación Cooperativa de Producción Agropecuaria Lago de Guija de R. L. (GUIJA), $92,200 over five years, to purchase portable irrigation equipment and manage a production fund to farm collectively 211 acres of millet and vegetables for 171 farmers and their families near Metapán. (ES-075)

Cooperativa Agropecuaria La Palma de R. L. (LA PALMA), $66,980 over four years, to install an irrigation system, purchase additional dairy cattle, and increase vegetable and chicken production so that profits can be used for social service activities to benefit 60 members and their families near Zacatecoluca. (ES-076)

Asociación Cooperativa de Productores de Cal de Metapán de R. L. (ACOOPCALMET), $93,560 over six years, to increase production and profits of this 180-member lime-workers cooperative in the city of Metapán to benefit its members and their families. (ES-077)

Centro de Apoyo de Lactancia Materna (CALMA), $167,600 over two years, to train 96 volunteers and establish 16 community organizations to promote better maternal and infant health practices among 7,200 mothers and children under six years of age in the department of Sonsonate. (ES-078)

Supplemental Grants over $10,000

Asociación Salvadoreña Pro-Salud Rural (ASOPROSAR), $178,590, to hire eight additional staff members for this rural health clinic. (ES-041)

Asociación de Regantes Acequia Las Monjas, $102,000, to cover the cost of additional labor, tools, and materials to continue work on its community irrigation project. (ES-065)

Guatemala
New Grants

Asociación de Pequeños Caficultores "Renacer Ajau," $66,750 over two years, for this 400-member association in Guineales, Sololá, to upgrade 35.5 acres of coffee, establish an agricultural store and loan fund, build an office-warehouse, and implement an organizational program in each of the community's hamlets. (GT-191)

Comité Femenino Progresista "San Antonio," $14,100 over one year, for a wheat mill to process the 10,000 *quintales* produced by the area's 1,300 small wheat producers. (GT-192)

Asociación de Padres de Familia "AC'UALA," $32,650 over one year, to provide the Parents' Association of the Colegio San Bernardino in Patzún, Chimaltenango, with credit, technical assistance, and training so that its 393 members can improve vegetable production and marketing; and to strengthen the association's administrative capacity. (GT-193)

Centro Parroquial Pablo VI, $91,450 over two years, to provide credit, technical assistance, and training for nine communities to cultivate 375 acres of corn and beans, organize a demonstration plot, and initiate a goat-raising and cheese-producing project. (GT-194)

ALTERTEC, $46,300 over one year, to equip its Center of Applied Permaculture (CEPA) and to carry out a pilot training program in integrated pest management for 50 agricultural extensionists. (GT-195)

Asesoría Centroamericana de Desarrollo (ACAD), $46,000 over one year, to provide 100 Guatemalan grassroots organizations with assistance to identify and meet their basic service and socioeconomic problems; and to identify agencies that might provide funds for their projects. (GT-196)

Asociación Desarrollo para Todos, $97,500 over one year, to organize, train, and operationalize 200 agricultural input and tool supply committees in four Guatemalan provinces. (GT-197)

Comité Pro-Agua "San Juan Alotenango," $49,800 over one year, to dig a well and construct a water tank and water distribution system for the 3,000 inhabitants of Sector Sur, Cantón II, of San Juan Alotenango. (GT-198)

Asociación Guatemalteca de Coordinación para la Supervivencia y el Desarrollo (COSUDER), $126,150 over one year, to provide training, technical assistance, and credit for a small-scale agriculture and gardening program to benefit 400 Nahualá families. (GT-199)

Cooperativa Agrícola Pesquera Integral "La Experiencia," R.L., $27,750 over one year, to purchase and equip three fiberglass boats so that a fishing operation can be organized, fish can be supplied to the local market at reasonable prices, the incomes of members can be increased, and the cooperative can be capitalized. (GT-200)

Fundación para el Desarrollo de la Pequeña Empresa (FUNDESPE), $58,400 over one year, to organize training courses and provide technical assistance, supervision, and credit to small businessmen in the Guatemalan highlands. (GT-201)

Movimiento Guatemalteco de Reconstrucción Rural (MGRR), $35,000 over one year, to establish and administer a loan/grant fund to provide small amounts of capital (not more than $5,000) to organizations of the rural and urban poor. (GT-202)

Cooperativa Agrícola Integral "Nueva Unión," R.L., $44,075 over one year, to establish a 200,000-tree nursery, renew and upgrade 136 acres of members' coffee, establish 97 acres of new coffee, and contract an agronomist to provide technical assistance. (GT-203)

Fundación para el Desarrollo Social y Educativo de la Familia y la Comunidad (DEFAMCO), $96,325 over two years, to implement an integrated development program for 350 families in the departments of Chiquimula and Progreso in eastern Guatemala by providing training, technical assistance, and credit for rural microenterprises. (GT-204)

Asociación de Cooperación para el Desarrollo Rural de Occidente (CDRO), $31,250 over one year, to provide basic skills training and technical assistance to consolidate community organizations in the 18 *cantones* of Totonicapán. (GT-205)

Supplemental Grants over $10,000

Centro de Autoformación para Promotores Sociales (CAPS), $33,356, to support ongoing agricultural extension and credit activities for poor rural Indians in the Guatemalan highlands. (GT-138)

Cooperación para el Desarrollo Rural de Occidente (CDRO), $49,650, to provide continued support for training in project formulation and administration for member committees. (GT-143)

Asociación de Educación y Asistencia Sociales (EDUCASISTA), $14,700, to provide scholarships for primary school teachers to participate in training in agriculture, animal husbandry, accounting, and popular education at the association's training center. (GT-155)

Centro de Autoformación para Promotores Sociales (CAPS), $180,000, to continue a loan/grant fund that makes small amounts of start-up capital available to new organizations of the rural and urban poor. (GT-157)

Movimiento Campesino Independiente (MCI), $70,000, to cover administrative costs and salaries for agricultural credit and training activities for one year. (GT-170)

Movimiento Guatemalteco de Reconstrucción Rural (MGRR), $96,300, to continue rural development activities with 455 K'ekchi families in the Municipality of Livingston to reduce the incidence of malaria and diarrhea, increase literacy, and boost family incomes. (GT-173)

Centro de Recuperación Nutricional, $19,100, to cover costs of room and board and to buy medicine for the Center's nutrition program, which trains 25 young K'ekchi-speaking Indian women selected by their communities in health and social promotion. (GT-175)

Instituto Indígena de Varones "Santiago," $85,250, to strengthen the development of a new educational model combining training in crafts and agronomy with solid theory and basic social science research techniques. (GT-178)

Cooperativa Agrícola Integral "Chichán," R.L., $17,700, to provide the necessary technical assistance to increase garlic production for 130 small-scale farmers participating in a project to upgrade garlic production and marketing. (GT-184)

Asociación Fé y Alegría, $25,000, to continue and expand agricultural training center activities for 300 of Chiantla's poor Indian youth. (GT-187)

Honduras

New Grants

The International Cover Crop Clearinghouse (CIDICCO), $121,000 over three years, to disseminate information worldwide about cover-crop technology, linking agencies that are helping peasant farmers with research on the use of legume species in organic, sustainable agriculture. (HO-159)

Asociación Pro-Desarrollo Islas de la Bahia (APRODIB), $126,000 over two years, to establish ten nurseries and provide education and technical assistance to 20 community groups, helping them to reforest 250 acres with fruit trees, establish 80 acres of fuelwood trees, and protect 150 acres of forest by using it as tree cover for cacao production. (HO-163)

Organización para el Desarrollo Empresarial Femenino de Honduras (ODEFH), $90,000 over two years, to provide 375 loans to help rural women establish small production projects, adding to the income of their families and community. (HO-166)

Asociación Hondureña de Alfabetización y Literatura Cristiana (ALFALIT), $64,000 over one year, to intensify development assistance in ten poor communities, providing training in literacy, basic education, health, and agricultural and small-business production. (HO-167)

Asociación de Promoción y Desarrollo Socio-Económico (AVANCE), $68,000 over one year, to assist SANI-Radio, a community radio station in the Mosquitia, to expand its educational and com-

Sean Sprague

A woman in San Pedro Sula, Honduras, tends her pigs, part of an income-generating project sponsored by the Centro de Estudios y Promoción del Desarrollo. The organization, which received an IAF grant in FY 1988, assists over 20 groups of peasant women.

munity service broadcasting and establish an advisory board to guide future programming and development activities among the indigenous peoples of the region. (HO-168)

Asociación Hondureña de Productores de Café (AHPROCAFE), $53,000 over one year, to train leaders of 40 rural communities, strengthening their ability to organize and carry out educational and rural development programs. (HO-169)

Cooperativa Agropecuaria Regional El Negrito (CARNEL), $145,000 over three years, to purchase three tractors and provide mechanization services to lower production costs of 230 farming families and give CARNEL experience in managing a business operation. (HO-171)

Cooperativa Industrial de Oficios Varios Ltda. (CIOVOL), $24,000 over two years, to purchase fabric and equipment to increase the production and quality of garments manufactured and sold by 20 poor women. (HO-173)

Cooperativa Agropecuaria de Campesinos Ltda. (COABAVEL), $23,000 over two years, to expand pastures and purchase 20 head of cattle for a dairy project benefiting 26 peasant families. (HO-174)

Liga Campesina Lincoln Coleman, $40,000 over two years, to improve pasturelands and purchase 25 head of cattle for meat and dairy production benefiting 26 peasant families. (HO-175)

Cooperativa Agropecuaria Regional Unión de Campesinos del Patuca Ltda. (CARUCPAL), $45,000 over three years, to purchase farm machinery to assist 263 families in ten newly established agricultural communities. (HO-176)

Comité Técnico Agro-Forestal, San Marcos de Colón, $13,000 over one year, to increase public awareness of environmental protection in 17 rural communities, begin a regional reforestation program, and establish an historic park as an income-producing recreational and tourist attraction. (HO-177)

Patronato Pro-Luz, San José de los Andes, $10,000 over one year, to complete a hydroelectric project that will bring electricity to 323 families in two rural villages. (HO-178)

Supplemental Grants over $10,000

Unidad de Servicios de Apoyo para Fomentar la Participación de la Mujer Hondureña (UNISA), $98,000, to give technical and business assistance to fledgling community enterprises and provide loans to help self-employed women entrepreneurs. (HO-113)

Federación Hondureña de Cooperativas Agroforestales (FEHCAFOR), $103,000, to train the leaders of member cooperatives and introduce alternative economic activities in nine communities. (HO-116)

Proyecto **Aldea Global (PAG)**, $94,000, to expand agricultural training, introduce new crops and methods of crop storage, and establish marketing systems. (HO-129)

Instituto de Investigación y Formación Cooperativista (IFC), $56,000, for an in-country fund to award one-time grants and loans of up to $5,000 to community organizations for start-up development activities. (HO-141)

Instituto de Investigaciones Socio-Económicas (IISE), $75,000, to cooperate with the IAF in identifying projects and assisting private organizations in proposal development, project implementation, training of leaders and staff, evaluation, and the dissemination of project experiences. (HO-157)

Nicaragua

New Grants

Cooperativa "Paul González," $65,125 over one year, to purchase, install, and house equipment for local production of a substitute for acetic acid to meet the needs of the area's vinegar producers. (NC-137)

Cooperativa "Trabajadores al Poder," $35,600 over one year, to increase production and improve quality of a 42-member shoemakers' cooperative by purchasing new equipment, repair parts, and a vehicle for transporting raw materials and by expanding its office/shop building. (NC-138)

Cooperativa "El Caimito," $96,500 over one year, to provide irrigation for 50 of the 100 acres of land belonging to this 19-member cooperative to increase agricultural production, provide a source of seasonal employment for the community, and reintegrate at least 20 inactive members. (NC-139)

Sindicato "Aurigas de Granada," $42,850 over two years, for a 32-member union of horse-drawn carriage and cart owners to establish a workshop to build and repair carriages and carts, thus increasing member employment and incomes and improving services to the community. (NC-140)

Cooperativa "San Isidro Libertador," $39,050 over one year, to provide capital for a ten-member clothes-making cooperative to restore full-time production in order to increase members' incomes, provide reasonably priced clothes for the community, and help support the local orphanage, to which the cooperative gives a percentage of its earnings. (NC-141)

Supplemental Grants over $10,000

Cooperativa "Francisco Jarquín Martínez," $23,700, to purchase remaining equipment for a pig-raising operation to benefit 352 people. (NC-132)

Cooperativa "La Lucha," $10,950, to purchase materials and cover installation costs to provide an irrigation system and safe drinking water for 5,000 people in three communities. (NC-134)

Cooperativa "Hermanos Osorio Aguilar," $33,100, to help purchase remaining construction, electrical, and irrigation equipment to install water and electrical systems for 3,000 people in neighboring communities. (NC-135)

Instituto Centroamericano de Administración de Empresas (INCAE), $69,750, to enable ten Nicaraguans to receive accelerated, practical training at the INCAE graduate business school in Managua. (NC-136)

Panama

New Grants

Equipo de la Pastoral Urbana, $111,960 over two years, to work with community residents to renovate four inner-city buildings in the Atlantic coast city of Colón, each housing as many as 40 families; and to provide education, skills training, and day care services to 100 single mothers. (PN-135)

Instituto de Investigación y Educación para el Desarrollo (INEDESA), $418,151 for the first year of a longer-range initiative, to support small-scale farmers in central Panama to gain more control over the production, processing, and marketing of basic commodities; expand an agricultural credit fund; and enter into joint commercial ventures with small-scale farmer organizations. (PN-147)

Cooperativa de Servicios Múltiples "La Esperanza de los Campesinos," R. L. (SANTA FE), $93,000 over three years, to expand vegetable production and marketing for 114 of its lowest-income members, raising production and income beyond current subsistence levels. (PN-148)

Supplemental Grants over $10,000

Centro de Promotores Sociales, $19,630, to continue training 216 community leaders in the technical, analytical, and organizational skills needed to promote socio-economic development in rural and urban communities in five regions of Panama. (PN-112)

Instituto de Investigación y Educación para el Desarrollo (INEDESA), $63,183, to meet increased demand for services by local and second-level organizations of small farmers in central Panama. (PN-116)

Asociación de Usuarios del Sistema de Riego Lajas (LAJAS), $73,490, to cover administrative costs of its rice cultivation program. (PN-129)

Consultoría y Proyectos (CyP), $27,424, to defray the costs of salaries and transportation, purchase a FAX machine, assist local development organizations, and provide administrative support to the IAF program in Panama. (PN-134) ■

Office for Colombia and Venezuela

A mother/teacher from the training program sponsored by Centros Comunitarios de Aprendizaje in Caracas, Venezuela, dismisses her class after a morning session. An IAF grant will enable the group to expand its community-based child care and education program.

Colombia
New Grants

Corporación para el Fomento de la Capacitación Técnica (CFC), $60,500 over three years, to provide management, technical, and marketing assistance to seven local training centers that will give vocational training to 6,000 disadvantaged adolescents. (CO-384)

Corporación Asesorias Especiales (ASES), $23,000 over 18 months, to compile and disseminate information on alternative housing designs to residents of low-income neighborhoods located on steep mountainsides around the city of Medellín. (CO-396)

Fundación para el Desarrollo Social, Económico, y Cultural (CULTIVAR), $140,300 over one year, to expand a program to purchase and retail larger volumes of farm and microenterprise products from rural clients through a wholesale supply business in urban areas, benefiting several thousand families. (CO-399)

Basic Facts

Colombia is the size of Texas and New Mexico combined.
Size: 439,730 sq. miles
Pop: 31,200,000

Venezuela is the size of Texas and Oklahoma combined.
Size: 352,140 sq. miles
Pop: 19,100,000

Fundación Servicio Juvenil (FSJ), $17,900 over two years, to arrange internships in the United States to give two of its promising young graduates an opportunity to improve their leadership and management skills and to share the experience of FSJ's program for *gamines*, or street children, in Bogotá. (CO-402)

Fundación para la Investigación y el Desarrollo de Sucre (FIDES), $18,800 over 20 months. See box on page 41. (CO-403)

Cooperativa Integral de Servicios Campesinos, Ltda. (COOPSERVIR), $47,500 over two years, to provide cooperative training for 300 small-scale farmer-members, expand a revolving credit program, and carry out a marketing feasibility study for commercializing members' onion crops. (CO-404)

Central Cooperativa de Comercialización de Alimentos, Ltda. (COMERCOOP), $113,600 over two years, to expand a regional marketing and distribution network for agricultural produce and basic food items; and to further develop an experimental program to manufacture animal feed concentrates from agricultural by-products. (CO-405)

Asociación de Artesanos de Fique de Guaitarilla (ASOFIGUA), $32,600 over 18 months, to increase production and marketing of hemp bags for agricultural produce by purchasing 43 spinning machines and providing working capital for bulk purchase of hemp fiber and thread. (CO-407)

Miguel Sayago

A member of PROGRESAR works at the group's refuse recycling center in Bogotá, Colombia. Increased technical assistance has helped to expand the activities and efficiency of this innovative cooperative.

Corporación Asesorias para el Desarrollo (ASDES), $147,300 over three years, to carry out programs in legal services related to self-help efforts and community organization with peasant groups in the departments of Valle and Cauce; and to train peasant promoters in the basics of social law. (CO-408)

Comité Cívico Rural de Las Charquitas, $11,200 over two years, to enable the 14 member-families of this civic association to raise animals and increase production of annual crops, to slaughter beef for local sale, and to acquire technical and administrative skills. (CO-409)

Comité Cívico "La Unión" de El Cocuelo, $10,900 over two years, to assist the 16 member-families of this civic association to raise animals and produce corn and casava for consumption and sale; and to construct a small building for a warehouse and office. (CO-410)

Comité Veredal para el Desarrollo de Aguas Prietas, $13,400 over two years, to expand the agricultural production of 18 families and construct earthen dams to collect and store water for agricultural use and home consumption; to construct a small building to store farm produce; and to purchase a hand-powered corn sheller. (CO-412)

Centro de Ccoperación al Indígena (CECOIN), $159,200 over three years, to provide technical and financial assistance to over 90 Indian communities throughout the country that are involved in the design and implementation of economic and other development projects. (CO-413)

Cooperativa de Ahorro y Crédito Agrícola La Granja, Ltda., $96,500 over three years, to expand a revolving credit program for the purchase of dairy cows and for planting family vegetable gardens; and to upgrade a consumer and agricultural and dairying supplies store, benefiting over 400 rural families. (CO-414)

Corporación Banco Mundial de la Mujer/Medellín (BMM/M), $70,150 over two years, to provide short-term loans to approximately 330 groups of microentrepreneurs who will also receive training in business administration, organization building, and human development. (CO-415)

Asociación de Productores Agrícolas, "El Líbano" (APRAL), $27,600 over two years, to install a sugar mill on a plantation now owned by 27 families who were former landless sharecroppers; and to establish a revolving loan fund to stimulate agricultural production. (CO-417)

Supplemental Grants over $10,000

Sindicato de Cultivadores y Procesadores del Fique de Santander (SINTRAPROFISAN), $95,900, to carry out a final phase of a program to diversify local agricultural production and create alternative employment for the area's hemp growers and weavers. (CO-251)

Fundación Centro de Investigaciones Económicas (FUCIE), $24,200, to extend technical and administrative assistance to a cooperative construction project for 12 months by hiring a promoter to provide administrative expertise and advice on public relations strategies and by maintaining a technician on staff. (CO-260)

Secretariado Diocesano de Pastoral Social (SEPAS), $17,000, to provide technical assistance in accounting for rural organizations in Santander and adjacent departments. (CO-315)

Reviving Traditional Culture — And Self-Respect

The traditional music of *gaitas y tambores* has long been an important part of the rich cultural heritage of coastal Colombia. In the department of Sucre, the music of these elongated flutes and drums combines Indian and Black musical styles and has become a symbol of regional unity. This music survives today thanks to the dedication of a small group of Indian musicians and other enthusiasts. Young people have not given much importance to the gaitas y tambores, and, as the older musicians pass away, their music is replaced at local festivals by the latest hits from abroad, played on portable stereo equipment.

The Fundación para la Investigación y el Desarrollo de Sucre (FIDES), a nonprofit organization created in 1983, observed this declining interest in traditional music and interpreted it as symptomatic of a larger problem. It was young people's lack of identification with their cultural and historic past, FIDES believed, that accounted for the loss of interest in gaitas y

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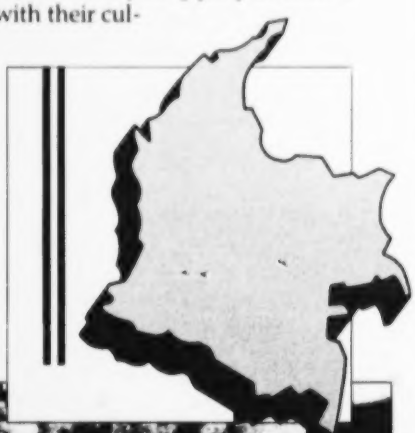

Miguel Savage

Musician Wilmer Arias teaches students to construct and play the traditional flutes and drums, or gaitas y tambores, *of Colombia's Sucre Department. The preservation of this authentic musical form is helping the youth of rural Sucre gain a sense of identity and pride in their cultural heritage.*

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Reviving Traditional Culture

tambores. This lack of self-identity and pride in the rural way of life was one factor contributing both to discontent among the young people and to their ever-increasing exodus from rural Sucre to the overcrowded cities of the interior.

FIDES's leaders, who believed that the private sector should take an active role in promoting social and economic change, decided to confront the rootlessness and alienation of many of Sucre's youth through an educational program to preserve authentic musical forms. They recruited Wilmer Arias, a renowned gaita musician, to open a school to teach how to construct and play gaitas y tambores.

The school attracted an initial group of eight students, ranging in age from 8 to 13. After several semesters of music theory, rhythm study, and gaita construction and performance, the students graduated and formed their own musical group.

The second year, 52 young people tried to enroll, but the school was unable to accommodate so many students. To meet the need, FIDES began plans to open a second school in the community of Corozal. Even as these plans were getting under way, requests for schools came in from still other communities. The leaders of FIDES saw that at least five schools would be needed to meet the growing demand. It was at this point that they approached the IAF for assistance.

Using the IAF grant and its own resources, FIDES organized gaitas y tambores schools in five municipalities around Sucre's capital city of Sincelejo. Community and cultural centers were used to house the schools, which are now filled to capacity. It is anticipated that many of the enthusiastic students will organize performing groups, thus spreading around the benefits of their training. Meanwhile, requests continue to come in from other communities for FIDES's assistance in organizing additional gaitas y tambores programs. For FIDES these successes demonstrate how much programs for young people are needed.

A side benefit of the schools results from the contact between the old and the young. Elderly musicians in several communities have become involved in the schools by contributing their time and talents to teach instrument construction and playing techniques. This contact leads to long discussions about other topics of historical and cultural interest.

Wilmer Arias wonders why it is that people cannot accept the development value of cultural programs. He is sure that for development to occur, young people must have faith in themselves and in their abilities. They require the sense of identity that comes from learning to appreciate their culture. Arias has his hands full with the five schools, but he patiently takes the time to explain the program and its benefits. Understanding the magnitude of the challenge and his own limitations, Arias is counting on other people to get involved in youth programs and other funders to back them up. (CO-403)

—Walter Price

Fundación Programa de Educación para Adultos del Sur-Oriente (PEPASO), $131,000, to strengthen programs of adult literacy and community organization in populous low-income neighborhoods on the southeastern edge of Bogotá. (CO-335)

Corporación Acción por Antioquia (ACTUAR), $103,000, to provide small loans for family enterprises in urban and rural areas. (CO-339)

Fundación para la Educación Superior (FES), $51,000, to increase a cooperative fund that provides seed grants for small-scale projects designed to improve the quality of life for low-income people in Colombia. (CO-349)

Cooperativa de Servicios Progresar, Ltda. (PROGRESAR), $77,700, to expand the activities of this refuse recycling cooperative by increasing technical assistance and buying new equipment. (CO-351)

Fundación Granja Taller de Asistencia Colombiana, $23,850, to facilitate the completion of a bakery and laundry service that will employ the mentally handicapped. (CO-377)

Asociación Grupos Solidarios de Colombia, $30,000, to provide training, technical assistance, and credit to 2,000 groups of microentrepreneurs. (CO-382)

Venezuela
New Grants

Fundación Venezolana para la Conservación de la Diversidad Biológica (BIOMA), $84,500 over two years, to involve local people in the protection of the Monte Cano reserve and increase incomes for some 500 families through improvements in goat and crop production. (VZ-071)

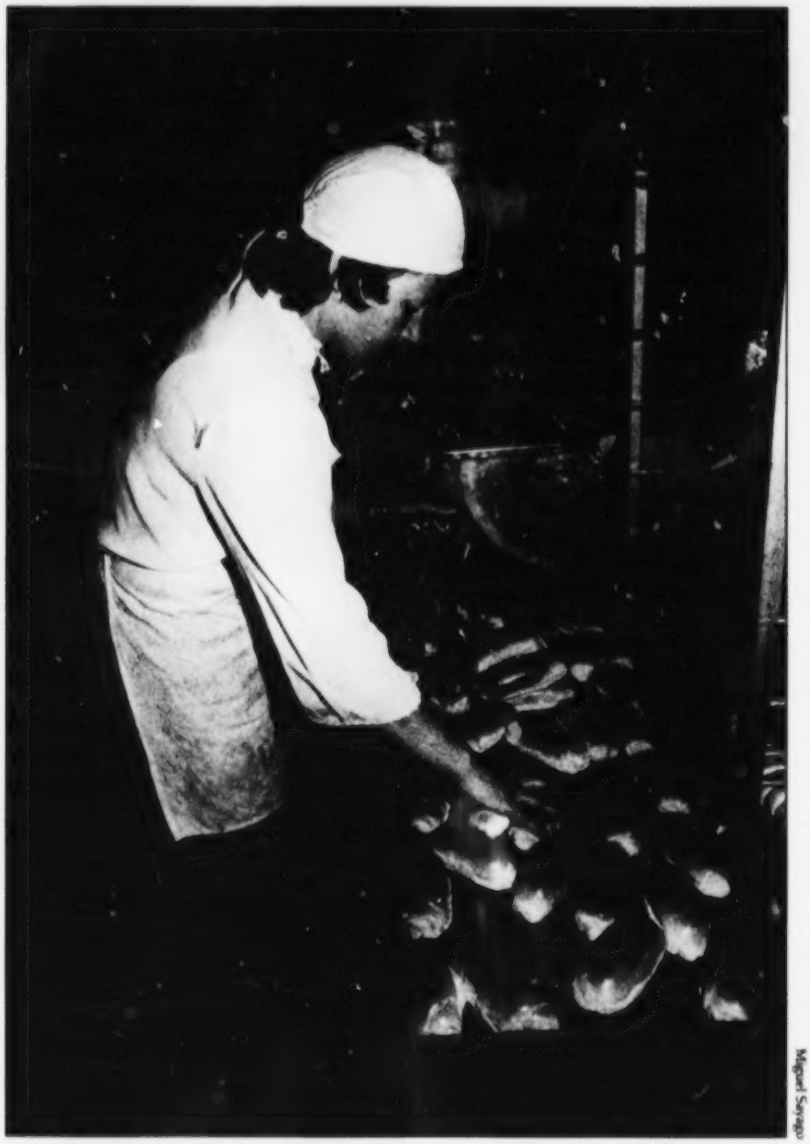
Fundación Ensayos para el Aprendizaje Permanente (FEPAP), $9,500 over one year, to reproduce and disseminate printed materials to share lessons learned in community development and barrio educational projects with other development organizations. (VZ-073)

Fundación para la Defensa de la Naturaleza (FUDENA), $81,300 over three years, to work with poor people in and around the Cuare Wildlife Refuge to develop ecologically sound, income-generating activities and to increase local involvement in programs for natural resource conservation. (VZ-074)

Supplemental Grants over $10,000

Centros Comunitarios de Aprendizaje (CECODAP), $105,420, to expand its programs of community-based child care and education and document the methodology and results for community groups and education authorities. (VZ-050)

Centro al Servicio de la Acción Popular (CESAP), $81,000, to develop training materials and offer instruction in the management of local organizations and microenterprises. (VZ-053)



Miguel Savage

A worker in the bakery run by the Fundación Granja Taller de Asistencia Colombiana packages bread for sale. The project, which employs the mentally handicapped, also includes a laundry service.

Federación de Instituciones Privadas de Atención al Niño, el Joven, y la Familia (FIPAN), $103,150, to provide training for some 50 persons in the management of volunteer workers; and to provide management training for the leaders of some 16 member organizations. (VZ-059)

Unión Venezolana de Centros de Educación Popular (UVCEP), $56,000, to offer courses on microenterprise development and provide literacy training. (VZ-060)

Cooperativa Mixta Isla Coche, $27,900, to purchase a refrigeration unit, a refrigerated truck, and fishing boats. (VZ-067) ■

Office for Mexico

Office for Mexico
New Grants

Centro de Investigación y Capacitación para el Desarrollo Rural, A.C. (CICADER), $86,060 over one year, to provide training and technical assistance in beef and dairy production, food processing, and fruit production for approximately 400 peasants. (ME-307)

Sociedad de Solidaridad Social de Productores Agropecuarios de los Altos de Chiapas (Los Altos), $87,850 over 18 months, to upgrade honey production and marketing for a regional organization of 524 Tzotzil and Tzeltal producers. (ME-308)

Sociedad de Producción Pesquera Rural "Buctzotz" de Responsabilidad Ilimitada, $67,365 over two years, to establish a shark-processing plant employing up to 14 persons and benefiting 50 families. (ME-309)

Alternativas y Procesos de Participación Social, A.C., $154,880 over two years, to establish traditional irrigation and water collection systems in five communities with a population of 13,000 to serve as a model for a regional peasant organization of 600 members and the state agricultural agency. (ME-310)

Sociedad Cooperativa de Productores de Café "Amanecer del Pueblo," $45,820 over 18 months, to offer technical services to upgrade farming, administrative, and marketing techniques for 3,000 small-scale coffee producers in Tabasco and Chiapas. (ME-311)

Asociación Rural de Interés Colectivo "Unión de Uniones Ejidales y Sociedades Campesinas de Producción de Chiapas" (ARIC Unión), $102,375 over 18 months. See box on page 45. (ME-312)

Comité de Defensa y Preservación Ecológica, A.C. (CDPE), $130,265 over two years, to work with a nonprofit farmers association to assess the impact of the contamination of the Tunal River; to communicate its findings to the public; and to implement measures to protect human and animal health. (ME-313)

Comunicación Campera, A.C. (COMCAMP), $89,840 over two years, to provide adult education and economic support to Tzotzil and Tzeltal Indians from over 60 rural communities of Los Altos in Chiapas. (ME-314)

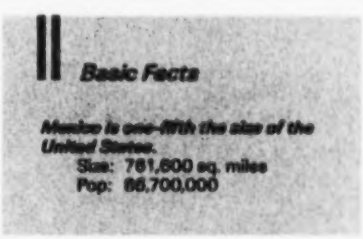
Análisis, Decentralización y Gestión Rural de Hidalgo, A.C. (ANARUDHI), $62,520 over one year, to provide small loans, technical services, and training on topics related to community development and production to approximately 40 community groups in Hidalgo. (ME-315)

Coordinadora Nacional del Movimiento Cafetalero (CNMC), $73,635 over 18 months, to lay the groundwork for a coffee producers organization representing at least 20 regional organizations from ten states to benefit some 43,000 small-scale producers. (ME-316)

Unión Popular Nueva Tenochtitlan, A.C. (UPNT), $15,000 over one year, to train approximately ten volunteer health promoters to work in their neighborhoods to detect illness and promote preventive health measures. (ME-317)

Sna Jolobil, S.C., $69,770 over one year, to strengthen this artisan organization of 700 predominately female Tzotzil and Tzeltal members by increasing its working capital fund, training new members in traditional weaving, repairing a dye workshop, and establishing an artisan center in San Cristóbal de las Casas. (ME-318)

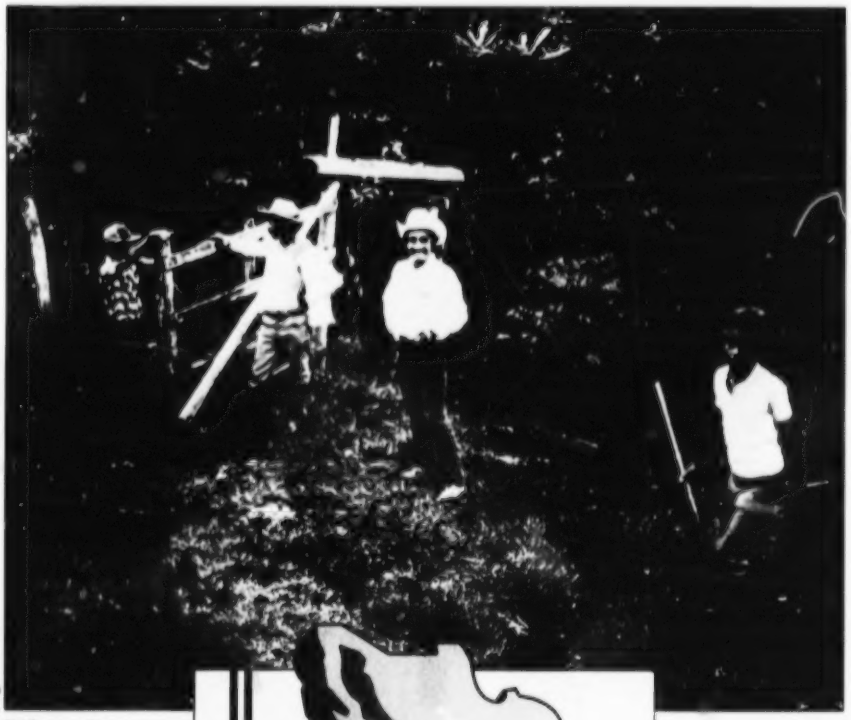
Unión Campesina de Alamos (UCA), $159,490 over two years, to provide financial, marketing, and technical services to approximately 370 peanut and sesame farmers in Alamos. (ME-319)



Local Farmers and Global Markets: An Association of Peasant Groups Strives for Greater Exports

Nestled along the western edge of the famed Lacandon forest in Mexico's southernmost state of Chiapas are the small farms of 5,000 Tzeltal, Tojolabal, and Chol Indian families grouped in 92 *ejidos* and 26 *rancherías*, or scattered home site settlements. The only paved road runs from north to south, linking the rural towns of Ocosingo and Altamirano, which, along with Las Margaritas, are where the region's small-scale farmers come to transact business.

Arriving at any of the three can mean several days of overland travel on foot for these peasants, whose homes lie far away even from the dirt roads. Life for these families is dictated by the needs of their small herds of cattle, their subsistence production of corn, and the cycles of their crops, including coffee, which they grow for cash.



Jorge Acevedo

Ejido members in Chiapas, Mexico, build fencing for their cattle. ARIC Unión will help them market the herd.

Chiapas is one of the four lowest income states in Mexico. Seventy-five percent of its population is below the poverty level, according to World Bank standards. In 1980 the Asociación Rural de Interés Colectivo "Unión de Uniones Ejidales y Sociedades Campesinas de Producción de Chiapas" (ARIC Unión) was created to help resolve the land and food distribution problems of the Indian peasants in the region. Today ARIC Unión is composed of nine regional peasant organizations.

During its early years, the organization concentrated on settling land access and titling questions and on supplying remote communities with basic food and dry goods items, delivered by air where necessary. In 1983, the Compañía Nacional de Subsistencias Populares, CONASUPO, a program of the Mexican government, was persuaded to join forces

cont. on p. 46

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Local Farmers and Global Markets

with ARIC Unión to establish 29 community stores in central locations. Marketing was not overlooked: ARIC Unión worked with the national coffee institute, INMECAFE, to sell members' coffee and even experimented with export sales of coffee to Holland. The collective also explored various outlets to obtain the best price for members' cattle.

Beyond the conventional concerns of farmer organizations, ARIC Unión espoused the less conventional goal of sensible forest management — probably in response to the encroachment of lumber interests on the Lacandon forest. ARIC Unión manager José Juárez, an agricultural economist, points out that the membership's concern with forest management is natural since the farm families are the first to perceive and suffer the consequences of forest exploitation.

In FY 1989, the IAF made a grant to ARIC Unión to allow the group to scale up its marketing program. The project aims to increase coffee exports and to add value to beef, lumber, and coffee through processing. Grant monies will be used to establish a sales center in Tuxtla Gutierrez for beef, coffee, and milled lumber and to capitalize a marketing fund. Further, several professionals will train members in the new marketing ventures. The profits from selling processed products will provide greater returns to member families as well as build a capital fund for ARIC Unión.

The new marketing ventures of the ARIC Unión come at an especially challenging time. In July 1989, the quota system of the International Coffee Agreement was abrogated and coffee prices fell precipitously. The challenge of operating in a new and less remunerative market will test the negotiating skills of the ARIC Unión. As a member of the Coordinadora Nacional del Movimiento Cafetalero, an organization of small coffee producers, ARIC Unión has been meeting regionally with other small-farmer organizations and with INMECAFE. ARIC Unión and similar campesino organizations whose members depend on coffee production will need good advice, sheer grit, a good harvest, and luck to prevail. (ME-312)

— Anne Ternes

Servicio Universitario Mundial-Comité Nacional México, $13,500 over one year, to sponsor the participation of 55 women representing popular organizations in six-month courses on human rights and basic social research methods. (ME-320)

Centro de Investigación y de Estudios Avanzados del Instituto Politécnico Nacional/Unidad Mérida (CINVESTAV), $113,450 over two years, to launch a participatory rural maternal/child health program; and to promote mothers' organizations capable of managing health and production projects. (ME-321)

Equipo Pueblo, A.C. (EP), $240,000 over two years, to monitor fluctuations in food prices, calculate production costs for basic grains, and explore alternative marketing outlets for 50 organizations; to train local leaders in these activities; and to provide loans to three model projects in regional food distribution. (ME-322)

Servicios del Pueblo Mixe Ser, A.C. (SER), $102,140 over two years, to administer a rotating loan fund to finance approximately 15 family- or community-operated agricultural production and marketing projects in the Mixe region of Oaxaca. (ME-323)

Supplemental Grants over $10,000

Cooperativa Agropecuaria Regional Tosepan Titataniske (CARTT), $56,425, to consolidate a training program in leadership skills, project planning and management, artisanry, and primary health for 500 members of an 8,000-member regional cooperative of 56 Indian groups in the state of Puebla. (ME-277)

Asociación para el Desarrollo Cultural de las Comunidades Indígenas de Oaxaca (ADCCIO), $24,745, to hold workshops on topics such as textile design, construction, farming techniques, and natural dyes in three Indian communities in the central valley of Oaxaca. (ME-284) ■

Office for Peru, Ecuador, and Bolivia

Miguel Savage

A young Ecuadorian boy gathers eggs. His family is assisted by ANAIS and TAIS, two groups that help artisans improve production, expand markets, and purchase raw materials.

Peru
New Grants

Habitat/Trujillo Siglo XXI, $220,020 over two years, to provide credit, technical assistance, and training to 2,500 microenterprises in Peru's coastal city of Trujillo (financing for the loans will be provided by a Peruvian bank, backed by a guarantee fund provided by the IAF). (PU-294)

Instituto de Salud Popular (INSAP), $82,574 over two years, to work with 15 health committees to improve water supply and sanitation for 6,000 families in 47 neighborhoods in Ate-Vitarte; and to provide training and supplies to a network of neighborhood pharmacies. (PU-295)

Instituto de Estudios Peruanos (IEP), $19,000 over six months, to lead workshops on the development problems of Andean farmers for peasant and nongovernmental organizations in three areas of the Peruvian highlands. (PU-299)

Pequeña Empresa, Tecnología y Desarrollo (PEMTEC), $51,250 over three years, to hold networking events, establish a database, and investigate alternate technologies for the production of capital goods, in collaboration with over 100 institutions and trade associations dedicated to small-business promotion. (PU-302)

Centro de Promoción del Desarrollo Regional (CEPDER), $43,540 over one year, to consolidate 116 urban neighborhood associations in Trujillo to gain access to essential municipal services, such as potable water, electricity, health, sanitation, and education; and to train managers of small-scale enterprises. (PU-303)

Fundación para el Desarrollo Nacional (FDN), $183,000 over one year, to provide technical assistance, training, and credit in support of approximately 1,500 small and subsistence farmers in selected areas of the Peruvian coast; and to continue technical support for beekeepers and for the introduction of the Black Belly sheep in Lambayeque. (PU-306)

Asociación Central de Residentes de la Comunidad de Mancura (ACERCOM), $48,400 over three years, to provide loans and technical assistance to the informal businesses in Lima of 81 migrants from a Quechua-speaking peasant community; and to establish a brick-making factory and a communal bakery in the Andean community of Mancura. (PU-307)

Basic Facts

Peru is three times larger than California.
Size: 496,220 sq. miles
Pop: 21,400,000

Ecuador is the size of Colorado.
Size: 109,480 sq. miles
Pop: 10,500,000

Bolivia is the size of California and Texas combined.
Size: 424,160 sq. miles
Pop: 7,100,000

Supplemental Grants over $10,000

Centro de Apoyo a la Promoción Social (CAPS), $65,560, to extend the scope of its operations to cover the five southern provinces of Peru while continuing to provide training and technical assistance in beef production to members of the Liga Agraria José Carlos Mariátegui, Base Pilcuyo. (PU-233)

Instituto Tecnológico Agrario Proterra (PROTERRA), $108,950, to conclude its integrated rural development program that assists 526 small farmers in the Lurin Valley; and to replace a lost disbursement check. (PU-236)

Acción Comunitaria del Perú, $106,320, to reinforce its administrative structure and provide technical assistance and training to 4,000 microvendors and producers who are part of Lima's massive informal sector. (PU-238)

Instituto de Salud Hugo Pesce (INSAHP), $96,317, to expand a health care program for women and children that provides treatment and health education; and to set up a chain of 40 neighborhood pharmacies through which medicine will be distributed to approximately 2,000 families in Lima's Villa El Salvador. (PU-242)

Centro de Estudios para el Desarrollo Regional (CEDER), $147,900, to phase out the project while continuing to provide training and technical assistance in organizational development, administration, and improved livestock and agricultural practices to the 1,500 families that compose the Frente de Defensa y Derivación del Río Arma. (PU-244)

Habitat Perú Siglo XXI, $45,170, to continue activities and to transfer the project to a new grantee, Habitat Trujillo, which will continue to work on problems related to employment, health, property titles, and access to community services; and to compensate for losses to the project due to currency devaluation. (PU-249)

Perú-Mujer, $21,000, to compensate for losses due to currency devaluation and cover costs of a networking exchange between a group of 40 low-income women in the Leoncio Prado sector of Pamplona Alta and the Manos del Uruguay cooperative. (PU-252)

Comunidad Campesina de Aquia, $40,899, to purchase the final 60 alpacas agreed to in the original grant as well as medicines for the animals and to pay a technician to assist approximately 800 families of the Andean community of Aquia to establish a herd of 1,000 alpacas. (PU-254)

Comunidad Campesina de Catac, $25,500, to pay part of the cost of replacing a truck and to purchase the nine remaining Brown Swiss cows agreed to in the original grant to help strengthen this community dairy and cheese-making enterprise to benefit approximately 800 families of Catac. (PU-255)

Asociación Civil Antisuyo, $69,616, to continue to train artisan groups in remote areas, sell original Peruvian Indian artisan products in a store in Lima, and conduct promotional activities to expand awareness of Indian cultures and craftsmanship; and to compensate for a lost disbursement check. (PU-256)

Fundación para el Desarrollo Nacional (FDN), $81,000, to add additional capital to the in-country fund to provide small grants and loans to groups for productive projects and to support conferences concerning grassroots development topics and networking travel among organizations. (PU-259)

Centro de Investigación, Capacitación, y Documentación (CEICAD), $41,500, to compensate for losses due to currency devaluation and inflation and to purchase and operate a four-wheel-drive pickup truck in support of the center's work to improve livestock production in three communities. (PU-261)

Centro de Investigación y Capacitación Popular (CICAP), $20,841, to continue the center's agricultural and livestock training and extension program in San Julián de Motupe while it is being evaluated. (PU-263)

Comunidad Campesina de Tomás, $22,800, to compensate for inflation and exchange rate losses suffered while establishing a community dairy and cheese-making enterprise that will create six permanent jobs, improve the nutritional level of the 2,150 members of the community, and generate income for other community projects. (PU-267)

Instituto de Desarrollo y Medio Ambiente (IDMA), $12,000, to pay the salary of a technician and an assistant who are working to establish a training, breeding, and research center for the benefit of approximately 40 subsistence pig farmers that previously operated in "clandestine" garbage dumps around Lima. (PU-285)

Asociación para el Desarrollo e Integración de la Mujer (ADIM), $61,781, to compensate for currency devaluation, and to provide additional training, technical assistance, and loans for predominately women-run microenterprises in Lima. (PU-289)

Searching for New Frontiers in Microenterprise Development

Is there anything new and exciting in the field of microenterprise development beyond the traditional formula of credit, technical assistance, and training? In Ecuador, the answer is yes. While the three "formula" elements remain the pillars of most programs, a great deal of experimentation is going on to find more effective ways to help microenterprises overcome their precarious existence and become sound, competitive businesses.

The Corporación de Estudios Regionales Guayaquil (CERG) believes that too much emphasis is placed on helping individual producers and too little on achieving economies of scale. The traditional notion is that only large enterprises can take advantage of economies of scale and that the concept is meaningless for small-scale entrepreneurs—shoemakers, carpenters, tailors, street vendors, or the like. CERG is attempting to break with this traditional notion in its new microenterprise support program, which has been financed with a two-year grant from the Foundation.

Miguel Savage

A young woman in Guayaquil, Ecuador, sews piecework. CERG is helping such microentrepreneurs achieve greater economies of scale by linking trade associations with factory outlets.

CERG has a solid foundation on which to base its interest in what may prove to be a new frontier in microenterprise assistance. It has completed a thorough study of 300 microenterprises in Guayaquil, Ecuador's principal coastal city, and Babahoyo, a rapidly growing city, also on the coast. Carrying out the study gave CERG a thorough understanding of the microenterprise sector and put it in close contact with the Cámara de Artesanos del Guayas, the provincial chamber of commerce for cottage industries, and several of its affiliated trade associations. CERG's

cont. on p. 50

cont. from p. 49

Searching for New Frontiers

study, which forms the basis for its new program, has been widely discussed among members of trade associations, financial institutions, universities, government officials, and nongovernmental organizations engaged in microenterprise development.

CERG's program contains four innovative elements. First: to establish credit guarantee corporations. In Ecuador, chambers of commerce and industry are legally entitled to establish such corporations to help members obtain bank loans. The Cámara de Artesanos del Guayas, with CERG's help, recently established its own credit guarantee corporation and has begun to qualify members for loans from a participating commercial bank, secured by its own guarantee fund (derived from members' savings), which is expected to leverage several times its value in credit operations. This experience will be replicated with other trade associations and could become the principal source of capital as well as a savings mechanism for microenterprises.

Second: to develop new approaches for joint marketing, such as trade fairs, catalogs, and fashion shows. For example, the trade association of metalworkers will produce a publication, to be distributed widely to local industries, showing all the products produced by its members.

Third: to break production bottlenecks and improve technology. CERG identified numerous homegrown technological innovations in its study and is now encouraging their inventors to patent their inventions and make them available to others, thus raising productivity and laying the groundwork for a local tool and die industry. Group leasing agreements for expensive machines that are beyond the reach of individual producers is another alternative for increasing productivity and achieving collective economies of scale.

Most microenterprises are dependent on retail outlets for their raw materials. In its fourth innovation, CERG proposes to link trade associations with factory outlets so that small-scale producers can also benefit from wholesale prices and ready access to raw materials. Another possibility is for the associations to establish their own outlet for raw materials, as has been done successfully in other countries.

While not denying the vital importance of technical assistance, training, and credit, CERG believes that its real contribution is to encourage the trade associations to pursue creative solutions to overcome their problems and seek, whenever possible, economies of scale that do not undermine the uniqueness and individuality of their members. (EC-210)

—David Valenzuela

Acción Social y Desarrollo (ASDE), $44,500, to expand the alpaca wool marketing fund, improve management training, and purchase a pickup truck to assist the 106 members of two alpaca-herder cooperatives to expand their processing and marketing of wool and meat. (PU-291)

Ecuador
New Grants

Instituto de Investigaciones Socio-Económicas y Tecnológicas (INSOTEC), $283,800 over three years, to undertake a comprehensive program of technical assistance, training, and credit for 600 small-scale manufacturing enterprises in Ambato; and to assist the local Chamber of Artisans to strengthen its capacity to provide services to its members. (EC-185)

Comuna Sucre (Sucre), $37,426 over two years, to build a drying and storage infrastructure and manage a working capital loan fund that will enable 80 families to market their own coffee, thereby increasing their incomes and reducing their dependence on local wholesale dealers. (EC-199)

Asociación de Trabajadores Agrícolas de "Cerritos Gallo Rumi" (Gallo Rumi), $25,386 over 18 months, to carry out training and construction activities that will improve community services and agricultural and livestock production for these 40 indigenous subsistence farmers. (EC-202)

Pontificia Universidad Católica del Ecuador, Sede en Esmeraldas (PUCESE), $16,180 over one year, to establish a development studies and documentation center that will conduct feasibility and background studies on development projects in Esmeraldas and collect information pertinent to the development of the province. (EC-203)

Federación de Centros Chachis de Esmeraldas (FECCHE), $38,348 over two years and four months, to undertake a project, in conjunction with the Ecuadorian government's

Institute of Agrarian Reform and Colonization (IERAC), to title the lands of 13 of their 24 member communities. (EC-204)

Asociación Interprofesional de Artesanos Indígenas de Salasaca (AINAIS); Trabajadores Artesanos Indígenas de Salasaca (TAIS), $13,050 over 18 months, for a training and technical assistance program to improve and diversify production, marketing, and organizational capacity; and to gather and reproduce historical and cultural information. (EC-206)

Unión Parroquial de Organizaciones Indígenas El Tambó (UPOIT), $8,765 over one year, to collaborate with the Unión Provincial de Cooperativas y Comunas del Cañar in purchasing and refurbishing a building for use as UPOIT headquarters, consumer store, and training and marketing center for ten member organizations representing 800 families. (EC-207)

Centro de Estudios Regionales Guayaquil (CERG), $148,950 over two years. See box on page 49. (EC-210)

Centro de Educación y Promoción Popular (CEPP), $34,940 over six months, to design strategies, curricula, and educational materials, by agreement with the Ministry of Education and Culture, to be used in reforming the national adult education system. (EC-211)

La Red de Mujeres del Consejo de Educación de Adultos de América Latina, $33,400 over one year, to work with representatives from six Latin American countries to review and analyze popular education methodologies being used with grassroots women and to prepare prototype materials of proven effectiveness for presentation in a workshop. (EC-213)

Asociación Interprofesional de Artesanos Indígenas de San Guisel (AIPAISG), $35,385 over 16 months, to diversify the economic base of 17 agricultural communities and create 40 new jobs by expanding milk and cheese processing and opening artisan workshops and a center for training in clothes-making, weaving, knitting, and shoemaking. (EC-214)

Pre-Asociación de Educación Artesanal, $28,820 over 18 months, to create employment opportunities for members in 35 Chimborazo communities by offering training in crafts, expanding production of clothes, weavings, and musical instruments, and establishing a barbershop; and to sponsor a music fair to foster cultural awareness. (EC-215)

Asociación de Trabajadores Agrícolas "Ambrocio Lasso," $48,050 over 18 months, to build houses for 27 families, expand agriculture and forestation activities, and train community leaders and members in the production and management skills needed to develop a 2,000-hectare tract of high mountain grasslands. (EC-216)

Centro Acción de la Mujer (CAM), $49,143 over 18 months, to strengthen the programs of four Guayaquil and two rural community centers benefiting over 1,500 poor women; and to carry out self-evaluation and leadership training and meet with other women's organizations to disseminate information about CAM's methodologies. (EC-217)

Asociación Indígena Cañar Ayllu (AINCA), $9,000 over one year, to purchase and renovate a centrally located building in Suscal and operate it as a place of lodging for indigenous peasants from distant communities and as a center for organizational meetings and business. (EC-220)

Supplemental Grants over $10,000

Federación de Centros Shuar (SHUAR), $13,792, to continue its land surveying efforts and other activities for two months. (EC-114)

Kathryn Shaw

A university student teaches crafts to children during their summer vacation at one of ten community centers run by the Casa de la Cultura in Santa Cruz, Bolivia.

Miguel Sayago

A revolving loan fund operated by the Fundación Vicente Rocafuerte supports this plant nursery in Ecuador's Santa Elena Peninsula.

Sociedad de Sordos Adultos "Fray Luis Ponce de Leon," $14,250, for a delegation of 21 members, including the organization's leaders and its theater group, to travel to the Deaf Way Conference in Washington, D.C., in July 1989. (EC-116)

Federación de Organizaciones Indígenas de Napo (FOIN), $15,290, to carry out land surveying and titling activities, train new surveyors and farmers, purchase farming equipment, and finance travel costs for its leaders to visit member associations; and to enable an indigenous member to finish his degree in animal husbandry. (EC-132)

Cooperativa de Producción Artesanal "Madres Azuayas," $25,080, to employ 300 women knitters to establish a wool dyeing plant. (EC-133)

Centro de Educación y Promoción Popular (CEPP), $72,580, in conjunction with the Asociación Ecuatoriana de Cooperativas (ACAE), to start some new projects such as legal assistance in land titling, training in accounting, technical assistance in agricultural production, and the development of alternative marketing systems for 100 coastal cooperatives. (EC-156)

Servicio de Voluntarios Ecuatorianos—Chimborazo, $42,000, to expand a program of technical assistance, training, cultural revitalization, and community development involving more than 200 indigenous villages in Chimborazo Province. (EC-165)

Unión de Cooperativas Agropecuarias del Norte (UCAN), $18,056, to continue administrative and management support for three consumer and two agricultural supply stores, to start up four consumer stores, and to give ten workshops on soil conservation and pesticide safety for the benefit of over 2,000 families. (EC-172)

Fundación Guayaquil, $12,800, to add an evaluation component to a project providing technical assistance, training, and credit to 1,500 owners of microenterprises in the city of Guayaquil. (EC-182)

Centro de Promoción y Empleo para el Sector Informal Urbano (CEPESIU), $36,000, to increase a loan guarantee fund for 700 microenterprises in the city of Guayaquil; and to provide for the purchase of computer hardware and software. (EC-184)

Corporación de Estudios Regionales Guayaquil (CERG), $19,570. See box on page 49. (EC-186)

Fundación Vicente Rocafuerte, $34,400, to create a revolving loan fund for small agricultural projects in six peasant *comunas* in the Santa Elena Peninsula. (EC-195)

Bolivia
New Grants

El Centro de Recursos y Experiencias Creativas en Educación (CRECE), $57,570 for two years, to support 15 day care centers in three regions by conducting training for their personnel, providing technical assistance and evaluation, and disseminating the results of their innovative work. (BO-267)

Colegio Juan XXIII, $76,300 for three years, to provide 50 low-income junior high school students and graduates with scholarship support while they manage a bakery and activities in poultry, dairy cattle, swine, carpentry, and horticulture. (BO-275)

Equipo de Coordinación y Apoyo Técnico Minero (ECTAMIN), $23,540 for two years, to improve its documentation center, which provides technical assistance to mineworkers' cooperatives and nongovernmental organizations in the mining districts. (BO-276)

Cooperativa Agropecuaria Santa Rosa (Santa Rosa), $36,518 for two years, to provide training and agricultural tools for the joint production of cocoa beans on new cooperative lands. (BO-278)

Centro de Comunicación y Desarrollo Andino (CENDA), $132,390 for two years, to support activities in reforestation and soil conserva-

tion, potato seed development, livestock management, research on traditional medicine, educational radio programs, and publication of a monthly newspaper to benefit 900 families. (BO-280)

Antropólogos del Sur Andino (ASUR), $77,962 for two years, to provide support for activities in fisheries, health care and prevention, and ethnographic research on herbal medicine to benefit the several hundred members of the Uru-Muratos ethnic group. (BO-283)

Centro de Investigaciones Cerámicas (CICE), $70,506, for two years, to construct and organize an artisan training center with an experimental kiln for roof-tile and brick-making technologies to improve the quality and efficiency of artisan enterprises and to reduce the prevalence of "mal de chagas" disease. (BO-284)

Asociación Central de Comunidades Productoras de Café (ACCOPCA), $69,975 for one year, to enable the association to expand its coffee transport, marketing, and export program and to establish a coffee marketing plant for several hundred peasants in the Yungas region. (BO-286)

Servicios Múltiples de Tecnologías Apropiadas (SEMTA), $9,927 over one month, for a five-day workshop on agricultural development and ecology for representatives of nongovernmental organizations from North and South America. (BO-287)

Cooperativa Agropecuaria "Litoral Ltda." (Litoral), $15,000 over two years, to provide support for an urban market center for agricultural produce from small-scale farmer cooperatives and others from the Alto Beni micro-region to benefit several hundred producer families. (BO-290)

Supplemental Grants over $10,000

Cooperativa "La Esperanza" (Esperanza), $15,550, to finance the mechanization of the ore-crushing process to increase production and incomes in this cooperatively owned gold mine. (BO-146)

Centro de Acción Social para el Desarrollo Comunitario (CASDEC), $13,400, to continue technical assistance to small farmers in the Cochabamba region to encourage the production of *tarwi*, a nutritious and inexpensive legume indigenous to the Andes. (BO-180)

Taller de Historia Oral Andina (THOA), $26,865, to continue an educational program for schoolteachers to introduce techniques for fostering pride in ethnic identity through oral histories; and to produce a video on the organization-building experiences of indigenous women in La Paz. (BO-213)

Centro de Audiovisuales Educativos (AVE II), $48,400, to produce and disseminate slide shows on social and economic development issues among rural and urban mothers' clubs, low-income schoolchildren, and other low-income groups. (BO-218)

Instituto Radiofónico Fé y Alegría (IRFA), $68,608, to continue a 90-minute daily radio show addressing women's issues and a training program for 1,800 women. (BO-219)

Antropólogos del Surandino (ASUR), $126,325, to continue a program of textile recovery and cultural revitalization among Andean communities in Northern Chuquisaca to benefit over 100 indigenous families. (BO-222)

El Taller Boliviano de Música Popular "Arawi" (Arawi), $23,000, to continue a training program in Andean music for over 100 youth with the goals of improving musical skills and fostering cultural understanding and social cohesion among cultural centers and music groups in low-income neighborhoods of La Paz. (BO-225)

Centro de Cooperativas de "Villa Paraíso," Ltda. (CCAVIP), $29,220, to conduct a rural development program emphasizing transportation and marketing techniques, agro-processing through its own rice mill, and training in agriculture, accounting, and social organization to increase incomes for 150 small-scale farmer-member families. (BO-231)

Centro de Investigación Diseño Artesanal y Comercialización Cooperativa (CIDAC), $99,119, to conduct a technical assistance, marketing, and organization-building program among Santa Cruz communities to help 200 indigenous artisan families diversify and improve production and increase family incomes. (BO-233)

Centro de Estudios Sociales (CENDES), $50,258, to conduct a survey of student attitudes about teachers' colleges to contribute to educational reform. (BO-257)

Obras Sociales de Caminos de Acceso Rural (OSCAR), $56,259, to combine the building of a feeder road in the tropics with training for students doing alternate military service. (BO-260)

Cooperativa Agropecuaria Comercialización Santa Marta (Santa Marta), $14,491, to construct and operate a rice mill to benefit approximately 1,000 small-scale farmers' families in the Alto Beni. (BO-268) ■

Office for the Southern Cone

Argentina
New Grants

Cooperativa de Trabajo, Consumo y Vivienda, Martín de Porres, Ltda, $124,337 over three years, to strengthen the janitorial service enterprise of 93 worker-members by providing training, adding an industrial laundry and repair service, incorporating 57 new members, and expanding the cooperative's offices. (AR-253)

Centro Vecinal de Colanzuli, $106,845 over three years, to strengthen this 65-member peasant community association through leadership training; technical assistance in agronomy, animal husbandry, water management, and craft production; and provision of working capital to expand crop yields and craft production. (AR-256)

Basic Facts

Argentina is one-third the size of the United States.
Size: 1,068,300 sq. miles
Pop: 31,900,000

Chile is twice the size of California.
Size: 292,260 sq. miles
Pop: 13,000,000

Paraguay is about the same size as California.
Size: 157,050 sq. miles
Pop: 4,200,000

Uruguay is slightly smaller than Oklahoma.
Size: 68,040 sq. miles
Pop: 3,000,000

Movimiento Agrario Formoseño (MAF), $92,652 over 18 months, to build a new training center, expand existing installations, purchase a pickup truck, and design a one-year cycle of training courses in production and marketing for its 4,000 members organized in 90 agricultural colonies. (AR-257)

Cooperativa Mujer Aprende, Trabaja, y Gana, Ltda. (ATG), $34,061 for one year, to increase production and expand sales for this 25-member small enterprise by improving management, buying new equipment, and replenishing working capital. (AR-259)

Asociación de Artesanos y Productores Agro-Ganaderos de Cobres, $57,118 over two years, to construct an office/warehouse, expand technical assistance and training for its 155 herdsmen-members, improve veterinary care, and increase production and expand markets for artisanal woven products. (AR-260)

Centro Rosario de Investigación en Ciencias Sociales (CRICSO), $76,833 for one year, to remodel a community center to provide health services and training in collaboration with the Asociación Vecinal Unión y Parque Casas; create a network of similar associations in other urban Rosario neighborhoods; and disseminate the results of the experience. (AR-261)

Centro Interdisciplinario de Estudios Territoriales (CIET), $114,160 over two years, to coordinate a self-help urban community development program in the neighborhood of Villa Odorico, Resistencia, to benefit 772 local residents; and to analyze income-producing activities in 19 poor neighborhoods and assist ten family enterprises. (AR-263)

Promotora de Proyectos Comunitarios (PROCOM), $119,850 over three years, to establish a nonprofit food distribution enterprise, in collaboration with the Cooperativa 8 de Mayo in Florencia Varela municipality, for 3,500 families living in poor neighborhoods around Buenos Aires. (AR-264)

Asociación Para el Apoyo a Comunidades (APAC), $65,724 over three years, to establish a neighborhood services center in Bajo Boulogne to provide assistance to 1,200 families in housing construction and land titling and a range of management programs, with the expectation that the center will eventually be run by the residents. (AR-267)

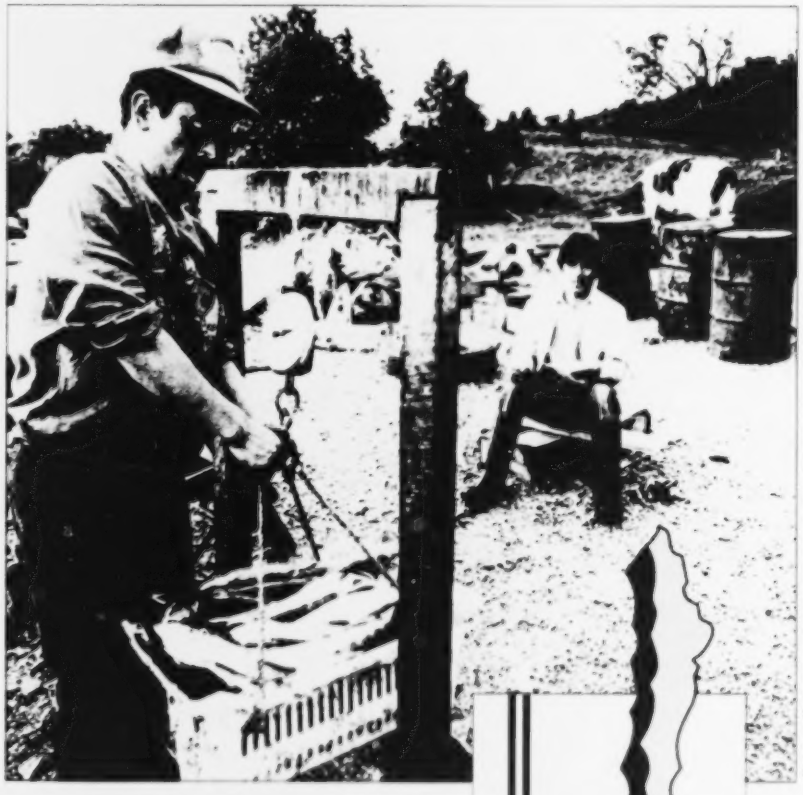
Asociación de Vivienda Económica (AVE), $278,755 over two years, to provide training in habitat issues to staff members of non-governmental and public sector organizations; and to provide technical assistance and training in housing construction for the benefit of 5,000 urban families and two networks of grassroots organizations in Córdoba. (AR-268)

Artisanal Fishing Plus — The Mare Nostrum Cooperative

The cold, semi-sweet waters of the inland sea between the Island of Chiloé and the mainland of southern Chile are rich with shellfish, crabs, and fine-textured fish. But fishing is very difficult. To reach the areas far out at sea where hake — the region's main cash crop — are found, pairs of fishermen must row six or more hours in small, hard-to-handle boats. Or they can be towed to the fishing area by a commercial launch in return for selling their entire catch to the owner and paying him a hefty fee for bait and supplies.

Faced with these hardships, the people might have sought a grant or loan to purchase motorized fishing vessels as so many other communities have done. (Chile's long coastline is dotted with boat and credit projects that failed because they did not address the key management and financial aspects of cooperative fishing and marketing.) But the community of Pichicolo did not follow that pattern. Instead, in 1984 some 30 fishermen formed a co-op so that they might sell their catch together and benefit from the high hake prices in the major ports. With the help of Santiago-based development professionals, the Cooperativa Mare Nostrum designed a project that would enable the fishermen to buy motorized boats and equipment with money they earned largely themselves. The project emphasized training and organizational support. An IAF grant in late 1986 funded the work of the trainers for two years and established a small rotating loan fund.

cont. on p. 56



Miguel Sayago

Members of the Cooperativa Mare Nostrum in Pichicolo, Chile, weigh and log the day's catch. Improved fishing techniques and organizational management have helped the co-op succeed where many others have failed.

cont. from p. 55

Artisanal Fishing Plus

The co-op's first task was to design a boat suited for the realities of fishing in Pichicolo. With the help of technical advisors, it developed a sturdy, diesel-powered, eight-meter-long boat to be built locally. Members then worked out a point system to determine who would lease each boat; set methods for loan repayment; learned techniques for horizontal long-line fishing, navigation, two-way radio communication, and engine maintenance; and negotiated with buyers for the best price. By the end of two years, six well-equipped, yellow and red "Mare Nostrums," as the distinctive vessels were called, were in constant operation, with others under construction. And the co-op had grown to over 40 members.

Fishing was not the only activity the co-op engaged in. Improvements in home gardening led to the introduction of tomatoes and other vegetables. Land titles were obtained, enabling families to consider such long-term investments as pasture improvement, simple filtration systems for potable water, and hygienic latrines. Numerous co-op work committees were formed — for example, the "Education and New Members Committee" offered a course in cooperativism for new members, and a health committee set up two community medicine chests and obtained first-aid training. A two-story community center was built to house the co-op's varied activities.

The most profound change was in the fishing itself. The co-op now planned and conducted coordinated sorties, in which all of the "Mare Nostrums" participated. At the end of the sorties, the co-op purchased the entire fleet's catch and sold it at a pre-negotiated price to wholesale buyers. Because the co-op received repayment for the boats by discounting a certain proportion of the fish from each catch and then selling the fish at a slightly higher price, the credit fund easily retained its value.

Heartened by this success, but recognizing the need for additional training and technical assistance, the co-op sought and obtained IAF support for a supplemental grant. During this phase, the co-op was able to take advantage of a reimbursement feature of Chile's value-added tax. With the money obtained, the co-op bought a truck to transport fish to markets that up to then had been inaccessible, and purchased a fine-mesh net to catch sardines, thus ensuring a supply of the preferred bait at a reasonable cost.

The distinctive sound and appearance of the diesel-powered "Mare Nostrums" have publicized the co-op widely in the region and have piqued interest in its activities, but members of the co-op's council caution the visitor about writing the "Mare Nostrum" story. "We're still on our maiden voyage. We'll have more to tell once we've weathered some storms together." (CH-400)

— Diane Edwards La Voy

Liga Argentina para la Salud Bucal (LASAB), $81,450 over two years and six months, to train parents from 400 Buenos Aires schools to work as oral health promoters for some 250,000 children; and to assist a low-income community to develop and test health care delivery methods. (AR-269)

Centro Ecuménico de Acción Social (CEAS), $144,844 over one year and nine months, to carry out a housing program with the municipal government of Moreno, Province of Buenos Aires, to benefit 50 or more families headed by poor women and 55 other low-income families. (AR-270)

Asociación de Productores "San Juan Nolasco de los Molinos" (MOLINOS), $81,700 over two years, to improve production quality and markets for weavers' crafts and to provide tractor, milling, and veterinary services to benefit its 171 members. (AR-271)

Supplemental Grants over $10,000

Asociación de Vivienda Económica (AVE), $15,000, to continue a training program in community organization involving housing and habitat issues in the city of Córdoba. (AR-205)

Equipos Solidarios del Sur (ESUR), $10,238, to continue a program of skills training and employment generation for 40 women in the Parish of Santa Maria del Pueblo in Buenos Aires. (AR-207)

Servicios en Promoción Humana (SERVIPROH), $15,582, to complete project activities of an organizational training and service program benefiting 980 families located in ten squatter settlements of the city of Córdoba. (AR-214)

Centro de Apoyo al Desarrollo Local (CEADEL), $59,200, to expand and complete community development activities in the La Esperanza Norte neighborhood of Rosario. (AR-222)

Programa Habitát (PROHA), $96,435, to expand a program, initially carried out by the Centro de Estudios de Población (CENEP), to provide technical assistance to 950 poor families living in tenements, residential hotels, and abandoned buildings in Buenos Aires. (AR-224)

Centro Rosario de Estudios y Asistencia Técnica para la Sociedad (CREATS), $21,239, to complete community development and habitat activities, initiated by the Centro de Arquitectos de Rosario (CAR), in the poor neighborhoods of Rosario. (AR-225)

"El Surco" Sociedad Cooperativa de Trabajo Agrícola Limitada, $25,300, to obtain technical assistance and purchase additional farm equipment and materials to further consolidate the business activities of this 26-member agricultural and cattle enterprise. (AR-227)

COFIRENE Banco de Inversión, S.A., $119,800, to cover additional administrative costs and to augment a revolving credit fund for making loans to community associations, cooperatives, and small businesses. (AR-236)

Centro de Comunicación Popular y Asesoramiento Legal (CECOPAL), $13,378, to provide seeds and insecticides for its home gardening program and to cover administration costs. (AR-241)

Asociación Comunitaria Pozo del Toro, $23,365, to purchase a pickup truck, contract a mechanic to train Indian youth in basic machinery repair, finance equipment for the repair shop, and purchase agricultural implements and livestock for the diversification of farm production. (AR-245)

Chile

New Grants

David Benavente/Taller de Comunicaciones (TEC), $37,400 over one year, to produce an educational video with the participants in two IAF-supported projects aiding Chile's principal indigenous minorities, the Mapuche and the Aymara. (CH-433)

Sociedad Almacén Campesino (ALCA), $8,000 over two years, to increase working capital for marketing handicrafts made by approximately 200 peasant artisans, mostly women, in 15 rural organizations. (CH-439)

Centro de Investigación y Planificación del Medio Ambiente (CIPMA), $10,000 over 16 months, to carry out a five-day conference on the environment and development. (CH-446)

Escuela de Trabajo Social, Pontificia Universidad Católica de Chile, $21,920 over two years, to learn about and promote effective urban community development techniques. (CH-447)

CORDILLERA, Programa para el Desarrollo Comunal, $70,684 over two years, to train 45 neighborhood councils in five predominantly low-income boroughs of Santiago in management, budget analysis, and planning and implementation of community-development projects. (CH-448)

Comisión de Investigación en Agricultura Alternativa (CIAL), $104,520 over three years, to conduct research, training, and dissemination on sustainable, ecologically sound small-scale food production. (CH-449)

Federación Regional Agrícola y Ganadera de Aysén (FAGA), $13,520 over two years, to conduct meetings at the local and regional level to strengthen its seven affiliated peasant organizations, to encourage the formation of new *asociaciones gremiales* in the Aysén region, and to strengthen its voice at the regional level. (CH-450)

Vicaría Zona Oeste, $74,219 over three years, to help 170 neighborhood-level, mutual-help groups to become stronger and more independent and to integrate their efforts with other local community groups. (CH-451)

Asociación Gremial Desarrollo Campesino, $41,500 over two years, to help local youth groups plan and implement small income-generating activities, to establish a small-loan credit fund for community groups, and to provide technical and vocational training to youth and women. (CH-452)

AGRARIA, $160,750 over three years, to establish a pilot program to train 30 farmers in the Linares region of central Chile; and to organize three or four agroprocessing projects in regions where AGRARIA has provided technical assistance to small farmers. (CH-453)

Supplemental Grants over $10,000

Sindicatos de Trabajadores Independientes de Pescadores Artesanales de Tomé y Cocholgüe, $29,935, to expand its fishing supply store, increase skills in the management of the store and of the adjacent fish market, and overcome organizational and legal impediments to opening the supply store to the public. (CH-306)

Oficina de Acción Social y Solidaridad, Arzobispado de Concepción, $36,326, to enable health groups formed by the Arzobispado in eight neighborhoods to strengthen their skills in health and sanitation and their organizational capacity. (CH-370)

Sociedad Cooperativa de Ahorro y Crédito Asociación de Empleadas de Casa Particular, Ltda. (COOPACECAP), $15,521, to enable this domestic services enterprise to become self-sufficient. (CH-390)

Centro El Canelo de Nos, $100,000, to continue a rural legal education program benefiting peasants and their organizations in six regions of Chile. (CH-396)

Folil-Che Aflaiai, Centro de Mapuches Residentes en Santiago, $16,909, to continue training, information, and social activities to benefit Mapuches living in Santiago. (CH-398)

Cooperativa de Pescadores Mare Nostrum, $87,140. See box on page 55. (CH-400)

Grupo de Estudios Agro-Regionales (GEA)/Academia de Humanismo Cristiano (AHC), $131,141, to broaden the scope of a rural community-based health program and to modify its approach so that participating campesino groups are better able to address issues requiring resolution at the municipal, provincial, or regional level. (CH-406)

Consejo Nacional de Pescadores Artesanales de Chile (CONAPACH), $27,575, to enable this confederation of fishing organizations to strengthen its organization and provide training and mutual-exchange experiences for elected leaders at the local, regional, and national levels. (CH-427)

Centro de Estudios de la Mujer (CEM), $10,285, to continue training and organizational support to women's small urban enterprises and conduct a participatory study of such enterprises. (CH-434)

Paraguay

New Grants

BASE/Investigaciones Sociales, Educación, Comunicaciones (BASE/ISEC), $80,114 over two years, to carry out applied research, training, and technical assistance for Paraguayan nongovernmental organizations and rural communities; and to establish a documentation center on appropriate technology. (PY-130)

Centro de Estudios y Formación para el Ecodesarrollo (ALTER VIDA), $136,407 over three years, to carry out a community development and self-help housing project and to promote organic gardening, traditional palm fiber weaving, and Guaraní folk theatre in five low-income communities in suburban Asunción. (PY-131)

Fundación Moisés Bertoni, $29,000 over one year, to carry out surveys and hold community meetings in Guaraní and Aché Indian communities to channel participation in the elaboration of a management plan for a 160,000-hectare bio-reserve in Canendiyú Province. (PY-132)

Coordinación Zonal de Comités de Agricultores de Caazapá, $61,273 over two years, to administer a rotating loan fund, obtain agronomic, organizational, and legal assistance, and conduct feasibility studies of alternative production plans and agroindustries for its 271 small-scale farmer-members in Caazapá Department of central Paraguay. (PY-133)

Coordinación Zonal de Comités de Agricultores de Enramadita, $43,533 over two years, to carry out a program of credit management, agricultural diversification and marketing, agronomic and legal assistance, and organizational consolidation to benefit its 84 member families. (PY-134)

Super Coop Ltda., $7,600 over one year, to carry out a feasibility study and design a pilot project for expanding its services as a consumer cooperative into poor areas of greater Asunción. (PY-135)

Centro de Estudios y Promoción Rural (CEPROR), $76,400 over two years, to promote organic agriculture, agricultural diversification, and intensive production techniques; and to carry out socio-economic and ecological studies with two small-scale farmer organizations in central San Pedro Department. (PY-137)

BASE/Investigaciones Sociales (BASE/IS), $34,650 over two years, to provide training and organizational support to activities in animal feed production and small animal production in Emboscada, Cordillera; and to publish documentation on the project. (PY-138)

BASE/Educación, Comunicaciones, Tecnología Alternativa (BASE/ECTA), $120,187 over two years, to provide nongovernmental organizations and base groups with technical assistance in energy sources, management of hydraulic resources, and microenterprise development. (PY-139)

Supplemental Grants over $10,000

Centro Paraguayo de Estudios Sociológicos (CPES), $74,890, to continue efforts in self-help housing, training in management and new production techniques, community development, and colonization. (PY-109)

Agencia de Servicio Tècnico Integral (ASTI), $36,842, to continue a program of credit and technical

Eduardo Gil

Microentrepreneurs such as these boat builders in El Tigre, near Buenos Aires, Argentina, benefit from a revolving loan fund administered by the Centro de Estudios de la Empresa.

assistance for groups of small-scale farmers in Paraguarí and Central Departments; and to transfer project responsibilities to an existing savings and loan cooperative. (PY-121)

Centro de Promoción Campesino de Cordillera (CPCC), $169,431, to add credit and extension services and the development of market and storage facilities to a four-year program to improve the incomes of small-scale farmers. (PY-127)

Uruguay

New Grants

Centro de Estudios y Asesoramiento Laborales y Sociales (CEALS), $74,050 over two years, to provide training and technical assistance in business and in the legal aspects of incorporation to the microenterprise and cooperative sectors. (UR-134)

Centro de Información y Estudios del Uruguay (CIESU), $75,465 over two years, to address the problems of unskilled and unemployed youth in a semi-rural area near Montevideo through training and through the formation of associative enterprises in such fields as farm machinery repair and electrical work. (UR-135)

Cooperativa Dedal (DEDALCO), $8,000 over four months, to provide working capital; and to conduct two marketing feasibility studies to assess the potential of the cooperative as an independent garment producer. (UR-136)

Educar para Vivir Mejor (EDUPAVIM), $10,420 over two years, to implement preventive medicine and health promoter training programs in marginal neighborhoods of Montevideo. (UR-137)

Fundación Uruguaya de Cooperación y Desarrollo Solidarios (FUNDASOL), $263,000 for the first year of a multi-year agreement, to open a new rotating fund offering long-term credit for capital investments, with preferential access for poorer cooperatives, for its seven member and two observer federations. (UR-138)

Federación de Cooperativas de Producción del Uruguay (FCPU), $76,748 over two years, to carry out a program of technical assistance and training in cooperative education, business management, and documentation for its 34 affiliated cooperatives. (UR-139)

Centro de Participación Popular (CPP), $49,035 over two years, to strengthen the ability of community groups in Rincón de la Bolsa, an outer suburb of Montevideo, to deal with problems of health, education, industrial pollution, and employment. (UR-140)

Supplemental Grants over $10,000

Asociación de Colonos del Uruguay (ACU), $31,000, to complete the installations for a dairy farm designed to generate sufficient income to cover ACU's core administrative costs. (UR-100)

Cooperativas Agrarias Federadas (CAF), $85,800, to conduct training for ten cooperatives; and to carry out case studies. (UR-108)

Instituto de Promoción Económico-Social del Uruguay (IPRU), $10,000, to send the coordinator of the urban promotion team to an eight-week, project-planning seminar at the University of Pittsburgh in order to strengthen the managerial and project-planning capacity of the organization. (UR-117) ■

Latin America Regional Grants

Supplemental Grants over $10,000

Instituto Centroamericano de Administración de Empresas (INCAE), $308,600, to administer a fund to facilitate learning, training, dissemination, and networking among nonprofit grassroots development organizations in Latin America and the Caribbean. (LA-136) ■

Fellowship Programs

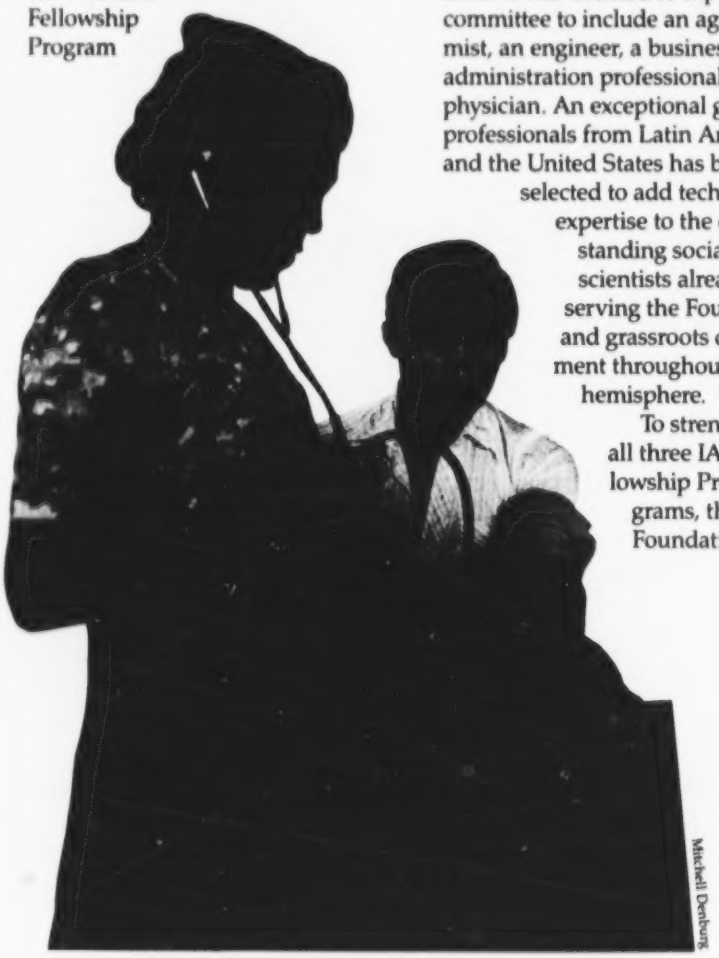
The Fellowship Program celebrated its sixteenth anniversary in FY 1989 and awarded 44 fellowships to scholars, researchers, and development practitioners from the Caribbean, Latin America, and the United States. By stressing practical solutions to obstacles in grassroots development, the Fellowship Program fostered increased attention within the academic community on microlevel development in Latin America and the Caribbean. Practical problem-solving approaches to grassroots development will continue to be emphasized during FY 1990.

Through its fellowship initiatives, the Foundation continued to support research on microdevelopment approaches that improve the conditions of poor people throughout Latin America and the Caribbean. The Fellowship Program encouraged expanded interest in the efforts of the rural and urban poor to improve their lives and in their organizational and production strategies. The study of policies and programs designed to directly alleviate poverty was also supported.

Priority was given to empirical methods for research on contemporary grassroots development problems. Since poverty issues transcend the traditional academic division of labor, interdisciplinary approaches were invited. Emphasis was placed on specializations in the medical and business professions, as well as in the physical sciences and other technical fields since local development often emerges through activities in such areas as agriculture, health care, and regional planning. The Foundation also supported research on applied microdevelopment topics related to its learning agenda.

In 1989, a series of modifications were introduced to ensure that the Doctoral Fellowship Program for Field Research contributes as much as possible to the generation of information useful to the organized poor. The Independent Doctoral Review Committee, the chairman of the board of directors, and Foundation staff met together and agreed on an improved set of doctoral fellowship policy guidelines. It was decided to expand the committee to include an agronomist, an engineer, a business administration professional, and a physician. An exceptional group of professionals from Latin America and the United States has been selected to add technical expertise to the outstanding social scientists already serving the Foundation and grassroots development throughout the hemisphere.

To strengthen all three IAF Fellowship Programs, the Foundation



Mitchell Denburg

During FY 1989, the Fellowship Program emphasized specializations in the medical and business professions, as well as in the physical sciences and other technical fields.

intensified its recruitment campaign to attract applicants from technical and professional fields, multiplied the links between fellows and development organizations throughout Latin America, and now requires fellows to submit practical recommendations for grassroots development based on their field research or graduate studies. We are convinced that these modifications will permit the Fellowship Programs to contribute still more to improved life opportunities for the poor, while encouraging a cadre of specialists to focus on bottom-up development.

During FY 1989, the Foundation awarded 15 fellowships to scholars and professionals from research and development institutions in Latin America and the Caribbean whose work in grassroots development would benefit from graduate-level study at U.S. universities. These fellows, from nine countries, have associated themselves with graduate programs in 13 universities in 11 states. Some 60 percent of the Foundation's fellowship resources have traditionally been allocated to this Latin American and Caribbean Fellowship Program.

Twenty-nine fellowships were granted to 12 doctoral candidates and 17 master's-level students enrolled in U.S. universities to conduct field research in Latin America or the Caribbean on grassroots development topics. The fellows, seven of whom were citizens of Latin American or Caribbean countries, were affiliated with 19 U.S. universities in 13 states. Field research has begun in 16 countries, including the tropical lowlands of eastern Mexico, the poor neighborhoods of Bogotá, and the agricultural areas of coastal Ecuador. The largest numbers of fellows have initiated field research in Brazil and Colombia. Approximately 40 percent of the Foundation's fellowship budget normally supports the Doctoral and Master's Fellowship Programs.

Latin American and Caribbean Fellowship Program

Fellows, with their home countries, home institutions, and U.S. universities (followed by degree programs and disciplines):

Rodrigo Aguirre, M.D. (Chile): *Obispado de San Bernardo; Colombia University (M.A., Public Health).*

Jorge A. Alarcón (Peru): *Instituto de Nutrición de Centro América y Panamá; Mississippi State University (Ph.D., Agricultural Economics).*

María Cecilia Barnechea (Peru): *Instituto Bartolomé de las Casas-Rímac; Boston College (M.A., Social Work).*

Eduardo S. Bedoya (Bolivia): *Instituto Andino de Estudios en Población y Desarrollo; State University of New York at Binghamton (Ph.D., Anthropology).*

Vera L. Bertagnoli (Brazil): *Fundação Esperança; San Diego State University (M.A., Public Health).*

Hilary D. Brown (Jamaica): *Caribbean Institute of Mass Communication, University of the West Indies; University of Michigan (Ph.D., Communication for Development).*

Laura R. Gaustein (Argentina): *Consejo Latinoamericano de Ciencias Sociales; University of Texas at Austin (Ph.D., Demography of Health).*

Rafael Guzmán (Mexico): *Departamento de Investigación Científica y Superación Académica, Universidad de Guadalajara; University of Wisconsin – Madison (M.A., Conservation Biology).*

Hector A. Maldonado (El Salvador): *Desarrollo, Investigación y Consultoría; American University (M.A., International Development).*

Manuel M. Mamani (Chile): *Facultad de Estudios Andinos, Universidad de Tarapaca; University of Florida (M.A., Latin American Studies).*

María Leticia Panisset (Brazil): *Confederação das Mulheres do Brasil; University of Maryland at College Park (M.A., Human Development).*

Florencia Peña (Mexico): *Centro Regional de Yucatán, Instituto Nacional de Antropología e Historia; University of Florida (Ph.D., Anthropology).*

Luis Tam, M.D. (Peru): *Facultad de Medicina, Universidad Peruana Cayetano Heredia; University of Michigan (Ph.D., Public Health).*

Hernán R. Torres (Chile): *Corporación Nacional Forestal; Yale University (M.A., Environmental Studies).*

Diana C. Vilera (Venezuela): *Consejo Nacional de la Cultura; New York University (M.A., Latin American and Caribbean Studies).*

Review Committee Members

Dr. Thomas Davies, Jr., *San Diego State University.*

Dr. Elizabeth Jelin, *Centro de Estudios de Estado y Sociedad, Buenos Aires, Argentina.*

Dr. Marc Lindenberg, *Harvard University.*

Dr. Cassio Luiselli, *Instituto Interamericano de Cooperación para la Agricultura, San José, Costa Rica.*

Dr. Giorgio Solimano, M.D., *Academia de Humanismo Cristiano, Santiago, Chile.*

Mr. David Valenzuela, *Inter-American Foundation.*

Doctoral Fellowship Program

Fellows, with their home countries, U.S. universities, disciplines, and dissertation titles:

Jude M. Alexis (St. Lucia), *Tulane University (Public Health):* "A Strategy for Community Participatory Video for Health Education: Theory, Methodologies, Process and Impact." (Dominica and St. Lucia)

Bruce P. Barrett (U.S.A.), *University of Wisconsin — Madison (Anthropology):* "Health Care Development in Southeastern Nicaragua."

Teresa Pires do Rio Caldeira (Brazil), *University of California, Berkeley (Anthropology):* "The Experience of Violence: Order, Disorder, and Social Discrimination in Brazil."

Raúl J. García-Barrios (Mexico), *University of California, Berkeley (Agricultural and Resource Economics):* "Livestock Contractual Arrangements in the Mexican Tropics: Dynamics and Consequences for the Poor."

Roberto Laserna (Bolivia), *University of California, Berkeley (City and Regional Planning):* "Social Change and Development Alternatives in Cochabamba, Bolivia."

Maura D. Mack (U.S.A.), *University of Arizona (Agriculture):* "The Impact of Technological Change in Agriculture on the Production, Income, Consumption and Nutritional Status of Cassava-Producing Households in Coastal Ecuador."

Eric A. Mayer (U.S.A.), *University of California, San Diego (History):* "Contentiousness and Political Participation in Achacachi, Bolivia, 1900-1988."

Brent H. Millikan (U.S.A), *University of California, Berkeley (Geography):* "Small-Farmer Colonization, Natural Resource Management and Household Survival Strategies in the Amazon Basin: The Case of Rondônia, Brazil."

Ella M. Ray (U.S.A.), *Johns Hopkins University (Anthropology):* "Religion, Gender and Poverty in Jamaica: Rastafarian Women as Breadwinners."

Laura T. Raynolds (U.S.A.), *Cornell University (Sociology):* "Workers and Growers in the Non-Traditional Agricultural Sector of the Dominican Republic."

Jill A. Shannon (U.S.A.), *University of California, Davis (Anthropology):* "Beyond Reprivatization and Retrenchment: The Development of 'Informal' Sector Mining Production in Bolivia."

Gloria D. Wekker (Netherlands), *University of California, Los Angeles (Anthropology):* "I am Half a Cent, No One Can Break Me." (Suriname)

Review Committee Members

Rev. Ernest Bartell, *University of Notre Dame.*

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Dr. Helen Safa, *University of Florida.*

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Dr. Mitchell Seligson, *University of Pittsburgh.*

Mr. Brad Smith, *Inter-American Foundation.*

Dr. Scott Whiteford, *Michigan State University.*

Master's Fellowship Program

Fellows, with home countries, U.S. universities, disciplines, and Master's paper titles:

Elena Arengo (U.S.A.), *New School for Social Research (Anthropology):* "'Indian' Identity as a Political Force: A Study of Indigenous Organizations in the Argentine Chaco."

Sally M. Barros (U.S.A.), *University of California, Berkeley (Latin American Studies):* "Sustainable Development and Social System Adaptation in Rural Amazonia." (Brazil)

Bradley S. Birge (U.S.A.), *State University of New York at Albany (Urban and Regional Planning)*: "The Social and Economic Effects of Self-Help Housing Construction in Low-Income Barrios of Bogotá, Colombia."

Teresa Colby (U.S.A.), *University of California, Los Angeles (Latin American Studies and Urban Planning)*: "Church and Community Participation in Christian Base Communities as a Catalyst for Community Organizing in Chile."

Barbara L. Dugelby (U.S.A.), *University of Michigan (Natural Resources)*: "Extractive Reserves and Local People: Policies For Sustained Harvest of Renewable Resources in the Northern Petén of Guatemala."

Florence F. Dyer, M.D. (U.S.A.), *University of Alabama in Birmingham (Public Health)*: "The Haitian Community Health Agent."

Gustavo A. González (Ecuador), *University of California, Berkeley (Landscape Architecture)*: "An Environmental Data Base for Resource Management Along the Hollin-Loreto Road Corridor in the Tropical Rainforest of Ecuador."

Wendy Griffin (U.S.A.), *University of Pittsburgh (International Development Education)*: "An Analysis of the Pech Integrated Development Program in Regard to Gender." (Honduras)

Mary A. Hodem (U.S.A.), *Clark University (International Development)*: "Analysis and Evaluation of Women's Small Enterprises in Rural Honduras."

Jaime E. Lizárraga (U.S.A.), *University of Texas at Austin (Public Affairs)*: "The Participation of Small-Scale Farmers in the Management of Irrigation Water: The Case of Mendoza, Argentina."

Annie G. Portela (U.S.A.), *Clark University (International Development)*: "Planning for Prenatal Care: A Study of the Barriers to Utilization of these Services in Barranquilla, Colombia."

Patricia C. Ramos (U.S.A.), *University of California, Berkeley (City and Regional Planning)*: "A Study of Self-Help Housing Groups in the Yucatán Peninsula and the Role of Intermediary Organizations." (Mexico)

Jane E. Riquelme (U.S.A.), *Cornell University (City and Regional Planning)*: "Community Empowerment as Participatory Development: The Case of the Chaco-i Resettlement Project — Asunción, Paraguay."

Juanita Roca (Colombia), *Catholic University (Anthropology)*: "Community Therapy Management and the Program of Rural Health Promoters in the Department of Caldas, Colombia."

Gary W. Shaeff (U.S.A.), *University of Florida (Anthropology)*: "The Production and Marketing of Charcoal in the Area of Brazil's Programa Grande Carajás."

Ignacio Villa (U.S.A), *Michigan State University (Resource Development)*: "Comparing the Role of Endogenous Acquisition Systems and Exogenous Delivery Systems in the Adoption of Sanitation Technology in a Community in Valle del Cauca, Colombia."

Mark O. Zweifler (U.S.A.), *Michigan State University (Geography)*: "The Dominican Republic's Traditional Hillside Farming System: Part of the Socio-Ecological Problem, or Potential Resource Management Model?"

Review Committee Members

Dr. Thomas Carroll, *George Washington University.*

Dr. Carmelo Mesa-Lago, *University of Pittsburgh.*

Dr. Thomas Skidmore, *Brown University.*

Ms. Julie Sutphen-Wechsler, *Inter-American Foundation.*

Annual Fellowship Application Deadlines

Doctoral Program	Dec. 5, 1990
Latin American and Caribbean Program	Feb. 15, 1991
Master's Program	Mar. 1, 1991

For information, deadline confirmation, and applications, please write:

IAF Fellowship Programs
P.O. Box 9486
Arlington, Virginia, U.S.A.
22209-0486

Publications and Videos

Periodic Publications

Grassroots Development. Reports on the experience of IAF grantees in the field and analyzes development issues of concern to the Foundation. Published three times a year in English, Spanish *(Desarrollo de Base)*, and Portuguese *(Desenvolvimento de Base)*.

Inter-American Foundation Annual Report. Reports on the Foundation's activities each year. Published in English, Spanish, and Portuguese.

Books about Groups Supported by the Inter-American Foundation

Direct to the Poor, edited by Sheldon Annis and Peter Hakim. An anthology of articles excerpted from *Grassroots Development* (Lynne Rienner Publishers, Inc., 1988).

Development and Dignity, Patrick Breslin. A study of the Foundation's first 15 years from the point of view of Latin American and Caribbean observers and grantees (IAF, 1987). Spanish version: *Desarrollo y Dignidad* (IAF, winter 1990).

Hopeful Openings, Sally Yudelman. A study of five Latin American women's organizations (Kumarian Press, 1987). Spanish version: *Una Apertura a la Esperanza* (IAF, 1988).

Grassroots Development in Latin America and the Caribbean: Oral Histories of Social Change, Robert Wasserstrom. Oral histories of seven IAF-supported organizations (Praeger Publishers, 1985).

Getting Ahead Collectively: Grassroots Experiences in Latin America, Albert O. Hirschman. An eyewitness account and comparative analysis of 45 IAF-funded projects in six Latin American countries (Pergamon Press, 1984). Spanish version: *El Avance en la Colectividad* (Fondo de Cultura Económica, 1986). Portuguese version: *O Progresso em Coletividade* (IAF, 1987).

Monographs and Special Papers

The Small Farmer Sector in Uruguay: A Partnership in Development Cooperation, Cynthia L. Ferrin. Discusses how small farmers have made a "comeback" with the assistance of cooperatives, marketing, and representative organizations (1989).

The Inter-American Foundation and the Small- and Micro-Enterprise Sector, Robert G. Blayney and Diane B. Bendahmane. Some important lessons drawn from the Foundation's experience in the urban informal sector (1988).

Business in Development: A Workable Partnership, Martin Diskin, Steven E. Sanderson, and William C. Thiesenhusen. An examination of the operations and impact of the Mexican Rural Development Foundation (1987).

Inter-American Foundation Directory of Fellows: 1974-1986. Information on 402 recipients of Foundation fellowships for field research in Latin America and the Caribbean, and for graduate study in the United States (1987).

Urban Informal Sector and Small-Scale Enterprise, Bishwapriya Sanyal and Cynthia Ferrin. An exploration of how the informal sector and "microentrepreneurial activity" intersect (1986).

The Inter-American Foundation in the Dominican Republic: A Decade of Support for Local Development Organizations, Robert W. Mashek and Stephen G. Vetter. A review of the Foundation's grant-making in the Dominican Republic from 1972 to 1982 (bilingual edition) (1983). *Currently out of print.*

What to Think About Cooperatives: A Guide from Bolivia, Judith Tendler in collaboration with Kevin Healy and Carol Michaels O'Laughlin. A comparative analysis of four networks of Bolivian peasant associations that challenges conventional thinking on cooperatives (1983).

In Support of Women: Ten Years of Funding by the Inter-American Foundation, Ann Hartfiel. An overview of grants that have benefited low-income women (1982).

A Review of the Inter-American Foundation's Support for Health Activities, Sandra L. Huffman. An overview of grants for projects in community health and health education (1981).

Bottom-up Development in Haiti, Robert Maguire. A report on underdevelopment in Haiti and the work of one "facilitator organization" that the Foundation has supported (bilingual edition) (1981). *Currently out of print.*

Fitting the Foundation Style: The Case of Rural Credit, Judith Tendler. A discussion of the Foundation's operating style as it affects support for rural credit (1981).

The Inter-American Foundation in the Making, Robert W. Mashek. An

Mitchell Denburg

During FY 1989, the IAF launched its Country Focus Series with The Small Farmer Sector in Uruguay, *by Cynthia Ferrin. This report tells how the sector has made a "comeback" through the assistance of a network of cooperatives, such as the one that markets this wool, produced on a farm near Durazno.*

account of the establishment of the Foundation and its first months of operations (1981).

In Partnership with People: An Alternative Development Strategy, Eugene J. Meehan. Interviews, field visits, project case studies, and discussions with staff that describe the IAF's approach to development (1978).

They Know How . . . A synopsis of insights gained from IAF experience in supporting the initiatives of Latin American and Caribbean organizations during the agency's first five-year period (1976). Spanish version: *Ellos Saben Como* (1976). Portuguese excerpt: *O Insucesso Como Meio de Aprendizado* (1989).

First Steps, Bennet Schiff. A description of the first three years of the IAF (1974).

To receive* Grassroots Development *and the* Annual Report *regularly, write to the publications office to ask that your name be placed on the IAF mailing list. Other IAF publications are available upon request, with the exception of* Direct to the Poor *(contact Lynne Rienner Publishers),* Development and Dignity *(contact Westview Press), and* Hopeful Openings *(contact Kumarian Press).

Videos

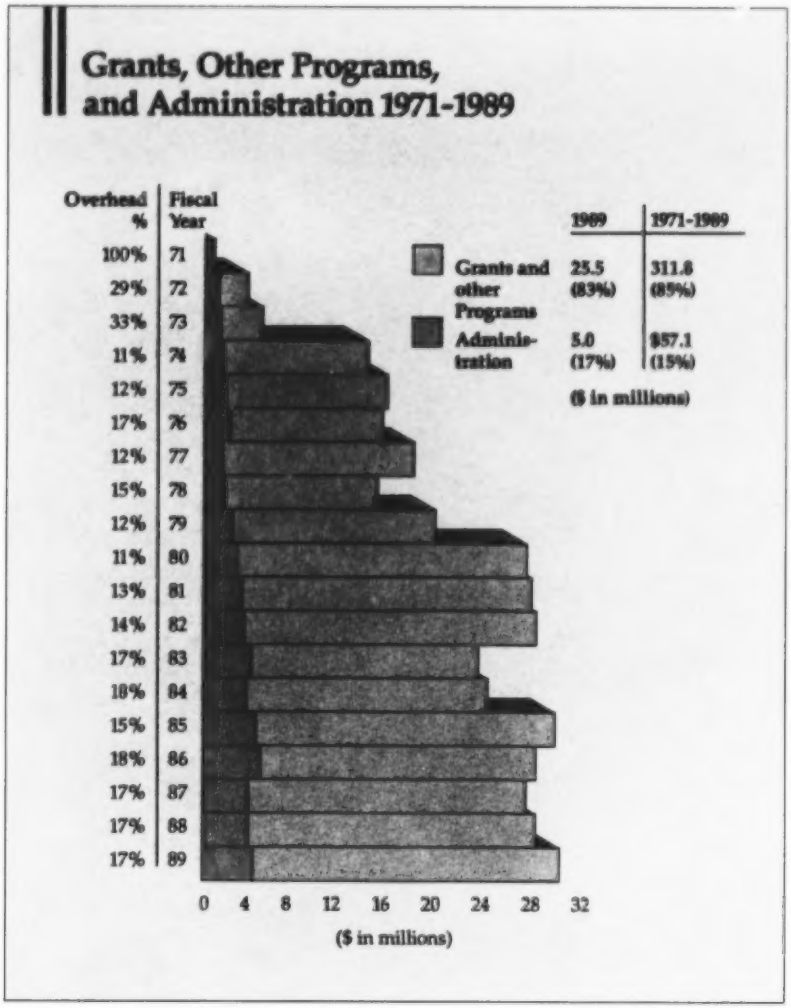
The Women's Construction Collective of Jamaica (13 minutes). The story of 55 unemployed women selected from the poorer neighborhoods of Kingston and trained in construction trades (1986). Teachers' guide available. Spanish: *La Colectiva Femenina de Construcción de Jamaica.*

A Cooperative Without Borders: The First Step (21 minutes). Depicts the struggle of a group of Mexican migrant workers and their hope for the future. The cooperative works with U.S. citrus growers and funding organizations to improve economic conditions in rural Mexico as an alternative to migration (1987). Teachers' guide available. Spanish: *Cooperativa Sin Fronteras: El Primer Paso.*

Alpacas: An Andean Gamble (28 minutes). The peasant community of Aquia, Peru, bets on its future by repopulating its communal highlands with alpacas (1988). Teachers' guide available. Spanish: *Alpacas: El Reto Andino.*

If you would like to purchase a copy of a video, please send a check or money order for $22.95 to West Glen Communications, Inc., 1430 West Broadway, New York, NY 10018. To borrow a copy of the video at the cost of return postage, write to Modern Talking Picture Service, 5000 Park Street North, St. Petersburg, FL 33709.

Financial and Statistical Information



Funds Available to the Foundation

The United States Congress annually appropriates funds for use by the Foundation pursuant to the Foreign Assistance Act of 1961, as amended. These funds make up over 55 percent of the Foundation's annual budget. The Foundation's other funding source is the Social Progress Trust Fund of the Inter-American Development Bank. The Fund consists of the repayments of loans originally made by the United States Government under the Alliance for Progress to various Latin American and Caribbean governments and institutions. The Foundation has access to the Fund pursuant to legislation enacted by the U.S. Congress in 1973.

Congressional Appropriations
Congressional Appropriations are used for both program and administrative expenses. Congress appropriates money annually for a fiscal year that runs from October 1 through September 30.

FY 1970-1978	$50.0 million
FY 1979	$10.0 million
FY 1980	$12.6 million
FY 1981	$15.8 million
FY 1982	$12.0 million
FY 1983	$14.0 million
FY 1984	$13.0 million
FY 1985	$12.0 million
FY 1986	$11.5 million
FY 1987	$11.8 million
FY 1988	$13.0 million
FY 1989	$16.6 million
FY 1990	$16.9 million

Social Progress Trust Fund
Social Progress Trust Fund resources are used for program expenses. The funds are available in the national currencies of 18 countries in which the Foundation supports projects; in each case the currency is used only for the benefit of the country of origin. Funds are used to finance activities in agriculture, education and training, health, housing, land use, small business, and technical assistance.

1974-1976	$31.0 million
1977-1979	$48.0 million
1980-1982	$48.0 million
1983-1985	$48.0 million
1986-1988	$48.6 million
1989-1991	$44.1 million

Cumulative Grants by Country — 1972-1989

	Amount* ($ in thousands)	Grants
Office for Brazil	$ 18,737	255
Office for the Caribbean	$ 34,708	471
Anguilla	3	1
Antigua and Barbuda	486	7
Bahamas	144	7
Barbados	793	9
Dominica	1,991	69
Dominican Republic	11,964	126
Grenada	485	16
Guyana	294	7
Haiti	7,744	85
Jamaica	3,126	50
Montserrat	3	1
Netherlands Antilles	126	2
St. Kitts and Nevis	541	6
St. Lucia	355	8
St. Vincent	668	11
Suriname	347	3
Trinidad and Tobago	484	9
Turks and Caicos	12	2
Caribbean Regional	5,142	52
Office for Central America	$ 56,460	606
Belize	2,205	58
Costa Rica	9,715	154
El Salvador	7,096	53
Guatemala	10,222	108
Honduras	10,182	93
Nicaragua	7,651	55
Panama	9,389	85
Office for Colombia and Venezuela	$ 29,647	258
Colombia	25,456	218
Venezuela	4,191	40
Office for Mexico	$ 19,821	207
Office for Peru, Ecuador, and Bolivia	$ 52,765	458
Peru	23,998	166
Ecuador	10,935	116
Bolivia	17,832	175
Office for the Southern Cone	$ 74,522	559
Argentina	16,271	161
Chile	33,941	204
Paraguay	12,402	99
Uruguay	11,908	95
Latin American Regional	5,732	104
TOTAL	$292,392	2,918

*Includes grants and grant supplements.

Miguel Sayago

A young Salasaca weaver with her two children in the central Ecuadorian highlands. She receives technical assistance from the Asociación Interprofesional de Artesanos Indígenas de Salasaca to market her products.

Grants by Country — 1989

	Amount * ($ in thousands)	New Grants	Grant Supplements
Office for Brazil	$ 1,718	15	11
Office for the Caribbean	$ 2,009	27	17
Antigua	84	1	1
Dominican Republic	809	13	3
Grenada	148	1	1
Haiti	497	7	5
Jamaica	171	2	3
St. Kitts	24	—	1
St. Lucia	146	2	1
Caribbean Regional	130	1	2
Office for Central America	$ 5,923	60	37
Belize	323	6	4
Costa Rica	679	10	6
El Salvador	991	8	3
Guatemala	1,457	15	11
Honduras	1,248	13	5
Nicaragua	417	5	4
Panama	808	3	4
Office for Colombia and Venezuela	$ 2,105	18	19
Colombia	1,553	15	13
Venezuela	552	3	6
Office for Mexico	$ 1,720	17	4
Office for Peru, Ecuador, and Bolivia	$ 3,919	32	51
Peru	1,631	7	21
Ecuador	1,134	15	15
Bolivia	1,154	10	15
Office for the Southern Cone	$ 4,323	39	32
Argentina	1,782	13	13
Chile	1,017	10	10
Paraguay	833	9	5
Uruguay	691	7	4
Latin American Regional	$ 309	—	4
TOTAL	$22,026	208	175

*Includes grants and grant supplements

Miguel Sayago

A member of a crafts group assisted by the Vicaría del Oeste in Santiago, Chile, carefully arranges artificial flowers.

Applying for a Grant

The Inter-American Foundation responds to proposals from nongovernmental organizations in Latin America and the Caribbean. Foundation grants complement local resources for self-help programs and projects that benefit and involve people of low incomes and limited opportunities. Project activities should be sustainable beyond the period of the Foundation's grant and offer promise for demonstration, expansion, or replication in other settings.

Although the IAF has no standard application form for its grants, the following information should be included in proposals:

- **Organizational Information:** A description of the group that will implement the program, including its history and current activities, structure and staff, sources of financing, and relationships with other institutions;
- **Project Background:** The background of the proposed project, including its origins and objectives, and the significance of the problems it would help to solve;
- **Project Activities:** A description of project activities, including time frame and intended beneficiaries; and
- **Budget:** The budget for the project, including the amount requested from the Foundation as well as funds available from the organization itself and other sources.

Once the Foundation receives a proposal, it normally takes four to six months to reach a decision on the suitability of the project for support. Once a project is approved, the IAF enters into a formal agreement with the prospective grantee that confirms the activities to be conducted, and the financial and administrative procedures to be followed. The Foundation requires financial and narrative reports on project activities every six months. In most cases, it also requires (and pays for) periodic audits by a local auditing firm. A Foundation representative or designee will visit the project site several times a year, and frequently arrange evaluations.

Leonardo Mayo

Grant proposals should include a description of project activities, such as the reintroduction of native palm fibers in this handicrafts program near Asunción, Paraguay.

Organizations interested in submitting a proposal for Foundation funding are encouraged to obtain an initial reaction to their project by sending a brief letter of inquiry. The letter should outline the project's purposes, the means proposed for achieving them, and the amount of financial support required. All proposals and inquiries should be sent to:

Program Office
Inter-American Foundation
1515 Wilson Boulevard
Rosslyn, Virginia 22209
U.S.A.

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Inter-American Foundation

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